
Parks of the
St. Lawrence



Les Parcs du
Saint-Laurent

ST. LAWRENCE PARKS COMMISSION

ANNUAL REPORT
2020 / 2021

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CORPORATE OVERVIEW

About

The St. Lawrence Parks Commission, an agency of the Government of Ontario, operates cultural, educational and recreational facilities along Eastern Ontario's heritage corridor, stretching from Kingston to the Quebec border. Properties include:

- » Upper Canada Village
- » Fort Henry National Historic Site of Canada (and a UNESCO World Heritage Site)
- » Kingston Pen Tours
- » Skywood Eco Adventure
- » Crysler Park Marina
- » Upper Canada Golf Course
- » Upper Canada Migratory Bird Sanctuary
- » 14 campgrounds and beach day-use picnic areas including the Long Sault and Thousand Islands Parkways

These businesses are supported by the agency's central services, including Maintenance and Operations, Environment and Land Planning, Marketing and Customer Service and Corporate Services.

Vision

SLPC strives to become a leading, self-sustained tourism partner committed to exceeding our customers' expectations in natural, cultural, educational and recreational experiences within its unique heritage corridor. The SLPC will accomplish this vision by being entrepreneurial in how it manages its business, a catalyst for economic development, a steward in how it manages its environment and a leader in environmentally responsible tourism.

Mandate

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

SLPC will support the Ministry of Heritage, Sport, Tourism and Culture Industries' (MHSTCI) efforts to strengthen Ontario's tourism industry. As a key economic driver in Eastern Ontario, SLPC will focus efforts on new product development and program enhancements that will draw new and returning customers to the region.

Mission

The purpose of SLPC is to generate lasting visitor growth, drive economic prosperity, and build community partnerships in Eastern Ontario. It is a revenue-generating tourism business offering customer-focused entertaining and educational experiences that maximize its natural, leisure and heritage assets.

Legislative Authority

SLPC operates under the authority of the St. Lawrence Parks Commission Act, and reports to the provincial government through the Minister of Heritage, Sport, Tourism and Culture Industries. The Board of Commissioners' governance responsibilities include overseeing the business affairs of SLPC by making policy decisions and setting strategic directions; establishing land use regulations; approving budget priorities; translating government policy into agency policy; ensuring wise use of public assets; and representing SLPC within the community.

SLPC supports its operations through:

- » Fees charged at its attractions and retail outlets and revenue generated via concessionaires;
- » An allocation from the Government of Ontario; and
- » Agreements, donations, sponsorships and partnership advertising funds in support of its facilities and programming.

CORE PRINCIPLES, VALUES AND BELIEFS

- » SLPC has a vital role to play in the development of tourism in Eastern Ontario, not only through excellence in the presentation and promotion of its attractions and facilities, but also by helping to develop regional programs that are responsive to the demands of the tourism markets.
- » Its greatest future strength must be built upon leadership and motivated people, with Commissioners, staff and communities working together.
- » Committed to responding to the needs of its visitors through service and courtesy.
- » Dedicated to communicating effectively with visitors, staff, community leaders, associations, private tourism operators and MHSTCI.
- » Believes that the development and implementation of a unique corporate image will heighten public awareness of SLPC as a unified corporate entity with distinct programs and facilities and serve as a cornerstone for marketing and a source of pride for staff.
- » Committed to responsible and ethical management of its attractions, facilities and services.
- » Committed to the principles of its corporate vision. It will guide corporate planning and new initiatives and it will also assist in setting priorities for existing programs and set the stage for cooperative activities with the private sector and other stakeholders.

OBJECTIVES

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

ST. LAWRENCE PARKS COMMISSION BOARD OF COMMISSIONERS 2020/21

CHAIR:

Bob Runciman
Brockville
January 17, 2019 – January 16, 2022
2020/21 Remuneration: \$2,700

VICE-CHAIR:

Bruce Wylie
Brockville
November 13, 2019 – November 12, 2022
2020/21 Remuneration: \$2,925

COMMISSIONERS:

William Code
Gananoque
September 24, 2020 – September 23, 2023
2020/21 Remuneration: \$1,350

Pierre Santoni
Mallorytown
March 7, 2018 – March 6, 2024
2020/21 Renumeration: \$0

Debora Daigle
Cornwall
June 28, 2017 – June 27, 2020
2020/21 Remuneration: \$300

Linda Shanks
Kingston
August 31, 2017 – August 30, 2020
2020/21 Remuneration: \$600

Evonne Delagarde
Iroquois
June 23, 2020 – June 22, 2023
2020/21 Remuneration: \$2,100

Gordon Stencell
Kingston
October 25, 2019 – October 24, 2022
2020/21 Remuneration: \$1,500

Tammy Hart
Newington
April 4, 2019 – April 3, 2022
2020/21 Remuneration: \$1,950

Robert Tchegus
Kingston
April 26, 2017 – April 25, 2020
2020/21 Remuneration: \$0

Todd Lalonde
Cornwall
October 17, 2019 – October 8, 2020
2020/21 Remuneration: \$300

Guy Tondreau
Cornwall
June 28, 2017 – June 27, 2023
2020/21 Remuneration: \$2,100

Bhagwant Parmar
Brockville
July 9, 2020 – July 8, 2023
2020/21 Remuneration: \$1,650

Nigel White
Brockville
December 14, 2020 – December 13, 2023
2020/21 Remuneration: \$600

SENIOR LEADERSHIP TEAM 2020/21

Hollee Kew
General Manager & CEO

Mia Robertson
Executive Administrative Assistant to the General Manager & CEO and Ministry Liaison

Geoff Waycik
Director, Historic Sites

Kathryn Lowe
Manager, Fort Henry National Historic Site of Canada

Tracey Ogilby
Manager, Upper Canada Village

Jennifer Tarini
Director, Parks and Recreational Facilities

Robert Hamilton
Manager, Maintenance and Operations

Brent Sommerville
Regional Parks Operations Manager

Tim Robins
Manager, Recreation & Leisure Facilities

Greg Faaren
Manager, Environment and Land Planning

Al Adibi
Director, Corporate Services

Shannon Moulton
Human Resources Coordinator

Krista Doyle
Director, Marketing & Customer Experience

MESSAGE FROM THE CHAIR

In a year where many things stood still due to the COVID-19 pandemic, St. Lawrence Parks Commission (SLPC) was not one of them. While working out how to pivot our offerings, our team also took advantage of this additional time and space to advance strategic initiatives.

First, with fewer spaces open and lower attendance projections we were able to move forward with many much-needed infrastructure projects.

This year we completed a new washroom building at McLaren campground, upgraded wastewater infrastructure at Fort Henry, completed design work for septic systems at Brown's Bay, applied for Environmental Compliance Approvals (ECAs) for both the Brown's Bay beach and Upper Canada Migratory Bird Sanctuary sites, replaced numerous historic building foundations at Upper Canada Village, conducted feasibility studies for several sewage infrastructure projects and completed washroom concept designs.

These may seem like unusual projects to highlight in an annual report about a tourism organization, but infrastructure is quite literally the foundation that enables quality visitor experiences; it is comfort, shelter, convenience, and safety. Although you may have embarked on your holiday or outing seeking adventure, fun or relaxation, if you don't have the basic needs, your experience can be diminished.

That is why we are focused on revitalization and new investment in infrastructure; to enable our recovery and to set SLPC up for a future that reduces our reliance on government funding.

Second, we strengthened relationships with the municipalities along our historic corridor who were also trying to sort out what COVID meant to their services and facilities. Through this dialogue we have identified some opportunities for collaboration which will likely include future infrastructure projects as well.

And, lastly, while the pandemic made it difficult to plan month-to-month last year, SLPC seized the opportunity to look even further ahead and plan a future beyond recovery.

In 2020, SLPC's Board of Commissioners, along with senior staff, undertook a comprehensive and inclusive strategic planning exercise, engaging front-line staff, municipal and community partners and SLPC's valued customer base.

The result is a 5-year strategic plan and 10-year road map that will serve as our foundational strategy. It will set the direction and plan to drive operational enhancements and successful implementation of new initiatives for the Commission. The principal objectives focus on investment in our employees, SLPC's aging infrastructure, community partnerships, environmental stewardship, and optimizing resources to move the organization into the future.

COVID presented its challenges, but it presented opportunity as well and those opportunities will play out in the short and medium term. With our new strategic plan, we hope to leverage those opportunities into the long-term.

I am pleased with the work of the Commission over this last challenging year. Together, the Board and staff produced results we are proud of, despite the obstacles in front of us, and, by focusing on strategic initiatives, we are emerging this year from a position of strength. This will help us not only in our recovery, but in the critical role we play in strengthening the tourism economy in Eastern Ontario – at a time that it will be much needed.

MESSAGE FROM THE GENERAL MANAGER & CEO

Going into this year, we knew we were facing an unprecedented challenge with the restrictions and unpredictability posed by COVID-19 and an almost unavoidable resulting impact on tourism.

While the pandemic brought about its own challenges and uncertainty, SLPC was resilient and endured this year with passion and optimism owing to the strength of leadership and dedicated staff.

Our operations staff proved their expertise by pivoting our offerings to comply with public health measures, advice and restrictions while still ensuring that we had a season for guests to enjoy.

All sites experienced lower than budget attendance and significant obstacles; however, our planning and modelling proved to be very effective. Teams met fiscal and operational challenges with extraordinary management of expenses and efficiency and produced a net performance that was outstanding given the operational environment.

In many cases, the pandemic was a catalyst for positive change, innovation, and renewal. Fort Henry debuted a new event format, the movie night, that proved to be a model we can leverage even after the pandemic. The golf course had its busiest fall ever and successfully introduced gift certificates to bring people back for the following season. We made a push for self-serve online bookings for campsites that increased our opening week of reservations revenue by 117% year-over-year.

Due to COVID-19, campgrounds were extraordinarily popular, and as the most profitable business unit within SLPC they hold significant potential to change the fiscal future of SLPC if infrastructure can meet the increased demand. Revenues generated from campgrounds are used to support other educational and historical programs, and attractions within SLPC. Campgrounds will be critical to SLPC's financial recovery from COVID-19.

We have built strong foundations towards recovery, and we will leverage the learnings from these challenging times to build a stronger and more vibrant SLPC. As we look ahead to the recovery period, we know we will play a key role in the economic recovery of Eastern Ontario.

In the extraordinary quiet of the pandemic, people remembered what we at SLPC try to keep at the forefront every day: that nature and outdoor recreation provide many health and wellness benefits. This time of isolation and restriction instilled a greater appreciation for friends, family, health and safety, the importance of nature, the beauty of our own backyard, and the value of community. We are proud to be entrusted with the care and management of many natural assets in Eastern Ontario and to offer outdoor recreation experiences to residents and visitors alike. And the experience of the pandemic has, in a way, revitalized our purpose and repositioned us for even greater success.

2020/21 HIGHLIGHTS

- » Upper Canada Village's popular fall event, PumpkInferno, expanded its operation this year to 7 days a week while adding an extra week which resulted in a much more private experience due to COVID protocols. The event sold out for the entirety of the run.
- » Fort Henry added Terror Tuesdays to its annual fall event, allowing up to 100 guests to watch a popular movie from the horror genre in the lower Fort, accompanied by scare actors and special effects. Every night but one stormy night sold out. This model was leveraged to create the family-friendly "Winter Reels" in December and has proved to be a popular activity and an entirely new revenue line for Fort Henry.
- » In January, Fort Henry formally and virtually recognized the change in command of the position of the Fort Henry Honorary Guard Commander with a ceremony that was streamed live on Facebook for open public viewing welcoming Major-General Lewis MacKenzie (retired).
- » The fall of 2020 was Upper Canada Golf Course's busiest fall season ever. This was followed by a successful online launch of golf gift certificates for the holiday season, generating over \$50,000.
- » NBC / GolfNow, the top booking review site for golf in North America, rated Upper Canada Golf Course #13 of courses in North America with green fees under \$100.
- » A strategy to modernize the camping reservation experience by pushing customers to book online resulted in a 117% increase in revenue, a 203% increase in organic engagement rate on social media and a 115% increase in total website pageviews in the opening week compared to the 2020 opening week of reservations.
- » SLPC was awarded a Safe Travel Stamp designation from the World Travel & Tourism Council demonstrating that SLPC properties meet globalized standards of health and hygiene protocols based upon WHO and CDC guidelines.
- » SLPC developed an Anti-Racism Action Plan to inform next steps in policy and program development that is reflective of the cultural makeup of the guests who visit SLPC properties.
- » SLPC partnered with Imam Majed Jarrar from the Ottawa Mosque to deliver Cultural Sensitivity Training to 34 SLPC staff and 5 municipal community partners from South Stormont and South Dundas as the first in a series of what will be a multi-year, multi-cultural training plan for SLPC.
- » An RFB was launched for a project to build a collections storage facility at Upper Canada Village to properly house the community's artifacts. The project was awarded to the firm J.L. Richards.
- » Replaced washroom building at McLaren Campground.
- » Completed sewage infrastructure feasibility studies and washroom concept designs to replace privately serviced sites in the Townships of South Stormont and South Dundas. The studies would allow for the elimination of 20 private septic systems, 2 lagoons, 34 private wells and the replacement of 20 washroom/shower buildings, canteens and change structures.
- » Completed replacement of a failing grinder pump at Fort Henry and a review of sewage management system.
- » Completed design work and submitted an application to the Ontario Ministry of Environment, Conservation and Parks to replace the septic system at Brown's Bay Beach.

STRATEGIC PILLARS

SLPC is guided by the following Strategic Framework priorities:

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

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

Pillar I – INVESTING IN INFRASTRUCTURE

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

Pillar II – CARING ABOUT OUR ENVIRONMENT

SLPC's location informs our relationship to the environment and commitment to environmental sustainability with a mindful approach to supporting our future. SLPC will update our strategic land use planning and policy to honour the diverse ecosystems of Eastern Ontario and to support the long-term sustainability of the organization; make efforts towards energy conservation and greenhouse gas emission reduction; environmental sustainability management; and, education for sustainability.

Pillar III – THOUGHTFUL MOVEMENT TOWARDS OPERATIONAL SELF-SUFFICIENCY

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

Pillar IV – EMBRACING PARTNERSHIPS TO ENHANCE REGIONAL ECONOMIC IMPACT

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

Pillar V – INVESTING IN A TALENTED AND DIVERSE WORKFORCE

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

2020/21 SIGNIFICANT FACTOR: COVID-19 PANDEMIC

No report from 2020/21 would be complete without a discussion on the COVID-19 pandemic and its impact. Certainly, this is the most significant factor SLPC faced during the fiscal year.

Upon the Declaration of Emergency enacted by the Government of Ontario on March 17, 2020, all SLPC operations closed to the public. This closure continued through the months of April, May and all or most of June, which would have been the normal opening of SLPC's Parks and Recreation units (Campgrounds, Crysler Park Marina, Upper Canada Golf Course, Upper Canada Migratory Bird Sanctuary, the Long Sault Parkway and several campgrounds and day-use beaches) as well as SLPC's Historic Sites (Upper Canada Village and Fort Henry and Kingston Pen Tours).

Meanwhile, although all the attractions were initially closed to the public, work essential to the preservation of the assets under SLPC control continued, incurring operational costs without operational revenue.

The global effects of this pandemic on SLPC operations and the tourism industry in general have been massive. The Asian and European long-haul travel business disappeared overnight. Local and regional travel, which would have fueled much of the opening part of the season for SLPC businesses also ceased.

SLPC persisted and developed a COVID-19 Opening Strategy following all provincial and local health unit guidelines that rolled out a gradual re-opening of businesses. Business units redesigned programming with an emphasis on outdoor activity and leaned into the public's desire to isolate safely in nature, adding incentives like additional dog-friendly cabins and food service trucks to bring in additional revenue streams.

To reflect the re-opening plan, SLPC updated its business plan in August 2020 with updated attendance projections and a revised budget and crafted a recovery plan for April 2021.

Overall, 2020/21 visitor attendance was approximately 66% lower than a typical year, which decreased total revenue by \$10.7M or 64% less than originally budgeted.

However, management took cost control measures such as closing some facilities, continuously re-evaluating work assignments, delaying the hiring of seasonal employees, and thoughtfully deferring or eliminating unnecessary spending which reduced total expenses by \$8.2M or 39%, allowing SLPC to narrow the gap between expenses and lost revenue.

The updated business plan forecasted an annual operating loss upwards of \$1.9M, however, thanks to quick decision-making and implementation, SLPC yielded a modest net income of \$293K.

After such a long pandemic with isolation in confined spaces, as recovery begins, SLPC's products will fill a need to exit these confines and explore wide-open spaces. SLPC will ensure that recovery is approached cautiously and that steps toward recovery are measured and done so responsibly, taking precautions to protect staff and visitors alike.

Particularly, campgrounds, SLPC's most profitable business unit will be critical to SLPC's financial recovery from COVID-19. Campgrounds have been extraordinarily popular throughout the pandemic and have significant potential to change the fiscal future of SLPC if infrastructure can meet the increased demand.

2020/21 ACTIVITIES BY BUSINESS UNITS

■ Upper Canada Village

- » Opened for summer tourism season on July 1 after redesigning programming to meet evolving COVID-19 regulations
- » Offered 29 guided tours daily in English & French
- » Core revenue was \$221,886
- » Retail per capita spend increased to \$6.87
- » Staff successfully implemented all COVID-19 safety protocols and adjusted throughout the pandemic to match updated public health guidelines
- » Due to COVID-19 restrictions, capital projects were challenging to complete on time but did continue into the summer months
- » The schoolhouse, chapel and sawmill foundation projects were the major projects completed
- » Operational changes were put in place for PumpkInferno including a capacity of 360 guests per night, open 7 nights a week with target revenue of \$190,512, with net profit of \$15,000
- » Alight At Night 2020 was operational for 18 nights, closing ahead of schedule after the December 23rd evening due to the lockdown orders that came into effect on December 26th
- » The event drew 10,273 visitors with revenue of \$142,085 and retail revenue of \$25,567

■ Fort Henry National Historic Site of Canada

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

■ Kingston Pen Tours

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

■ Campgrounds & Beaches

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

- » Existing staffing (seasonal workers and students) from closed parks were redeployed to operating parks and beaches
- » A four-week burn ban in July negatively impacted firewood sales as well as camper morale
- » The addition of dog-friendly cabins was successful in generating an additional \$800 in dog stay fees
- » Sewage infrastructure still presents financial and customer service challenges
- » The pent-up demand for experiences that were safe, close to home and outdoors created an influx of visitors to our parks once they opened and resulted in a spike in RV sales in the region which also bodes well for next year's budget
- » As of September 30, 2020 Parks' net income is \$1.06M, 529% ahead of the revised COVID-19 budget and down 42.1% from LYTD 20/21

■ Upper Canada Golf Course

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

■ Crysler Park Marina

- » Crysler Park Marina was able to open in early June, the second SLPC facility to be opened under COVID-19 restrictions
- » Customer access to stored boats was delayed, putting Crysler Park Marina at a disadvantage compared to local marinas and storage facilities where access was allowed
- » Citing health concerns and COVID-19 rules, many customers decided not to launch this year (-\$58K)
- » Crysler Park Marina offered a discount to members as an incentive to launch, discount totalled \$28K
- » Cabin rentals and on-site camping remained closed for the season (-\$54K)
- » Crysler Beach opened July 12th, with limited capacity, to accommodate overflow demand on the Long Sault Parkway
- » Hydraulic lift was not utilized for launch and lift out, engineers currently developing a plan for the reconstruction of the lift ramp, expected completion is December 2021
- » The Empress Cruise Line did not visit Crysler Park Marina this year due to Covid and low water levels
- » A bathometric survey, engineering study and dredging design work are underway to ensure adequate depth for safe operation of the marina. Construction will take place beginning late fall of 2021 with completion by end of the calendar year
- » Indoor storage revenue fell short of target by \$19K

Maintenance and Operations

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

Environment and Land Planning

- » Completed feasibility studies for connection of campgrounds and attractions along the Long Sault Parkway and Highway 2 to municipal services in the Townships of South Stormont and South Dundas
- » Finalized redesign of washrooms for campgrounds and beaches, including a small- and medium-sized washroom plan for campgrounds as well as a large change room/canteen design for beach areas
- » Replaced Fort Henry grinder pump and review of sewage management system
- » Completed the beach restoration detailed designs and cost estimates for Mille Roches and Brown's Bay Beaches
- » Concluded greenhouse gas (GHG) emission baseline study for SLPC
- » Continued incorporating Environmental Sustainability in aspects of SLPC operations including development of the long-term Strategic Plan for SLPC
- » Initiated consultations with Forestry Ontario regarding SLPC forest lands
- » Consulted with stakeholders along the Thousand Islands Parkway and issued various permits, as required, related to development
- » Continued to work with MTO on the development of a corridor management plan, safety, maintenance and esthetic issues continue to be a concern along the parkway
- » Eliminated corridor maintenance payment to MTO
- » Developed and implemented (with Board approval) the Residential Shoreline Dock Policy for SLPC
- » Engaged Infrastructure Ontario to conduct a Land Inventory Assessment for SLPC, the project will continue into 2021 with development of the second phase of the project

Marketing & Customer Service

- » Developed more than 100 COVID-19 communications, endorsed by MHSTCI, for SLPC sites including social media posts, customer communications, news releases, key messaging and website updates
- » Developed the Oiseau Wire, a weekly staff newsletter as a source of positivity for SLPC staff, providing tips, business unit updates and funny video recommendations
- » Taking the lead from Destination Ontario, Destination Canada and local health units, entered paid media market slowly
- » Strategic paid media placement focused on local visitation from east of Toronto, across Eastern Ontario and up to Ottawa
- » Initiated an education strategy by building a database of schools and contact information in Eastern Ontario
- » SLPC applied for and was granted the Safe Travels Stamp, demonstrating that SLPC properties meet globalized standards of health and hygiene protocols based upon WHO and CDC guidelines
- » Purchased new drone equipment to move videography in-house, resulting in substantial cost savings plus high-quality video and imagery of all SLPC experiences to promote sites as well as plan for Virtual Tour Operator FAM Tours
- » Worked closely with the I & IT Cluster at MHSTCI for assistance and guidance on the execution of an RFB and development of a new website
- » Enhanced the limited Fort Henry experience by creating a new self-guided tour map

- » Created a Great Hall brand identity and brochure to tell the story of elegance, weddings and positive memories associated with the prestige and views of The Great Hall
- » Strengthened relations with Tourism Kingston through involvement in a tourism working group that included the City of Kingston, Kingston DBIA, Kingston Accommodation Partners and other stakeholders to build activations in downtown Kingston
- » Partnered with the City of Cornwall and Cornwall Tourism utilizing PumpkInferno exhibits to animate downtown Cornwall through the month of October
- » Produced a #StayHome Video that launched across all SLPC social media platforms to give communities hope during the difficult times posed by the pandemic

Corporate Services

- » Completed financial audit virtually for second year in a row
- » Frequent financial updates provided to the Ministry, revised budget to reflect effects of COVID-19 restrictions, staff working remotely with no delays in service
- » Completed procurement to hire a consultant to establish a new five-year Strategic Plan, including 10-year road map
- » Updated policies and procedures related to Delegation of Authority and Spending
- » Continued enhancement and automation of business processes
- » Capital budgeting process review and enhancement with the Ministry Capital Working Group
- » Developed SLPC Continuity of Operations Plan (COOP)
- » Created “Working During COVID-19 Safety Plan and Information - What You Need to Know” staff manual and associated training plan, supporting all business units in the delivery of training
- » Participated on Ministry’s Continuation of Operations team to ensure alignment of protocols during the pandemic
- » Provided weekly reporting to the Ministry on pandemic-related information
- » Completed a review and refresh of corporate orientation content for SLPC learning management system, CyberTrain
- » Developed partnership with Ministry of Training, Colleges and Universities on Skills Advance Ontario Program
- » Created SLPC Anti-Racism Action Plan that supports policy and program development, education and awareness, and collaborative partnerships
- » Partnered with Ministry of Indigenous Affairs to promote Treaties Week and develop staff awareness training
- » Implemented training sessions for frontline staff, management and community partners on Muslim culture and Islamic Canada
- » Led labour relations processes to successfully return to work SLPC’s seasonal workforce and 28% of student staff through phases of reopening during pandemic
- » Secured an additional 15 positions for Summer Experience Program (SEP)
- » Deployed corporate communication applications (Microsoft Teams, Zoom Pro, Office 365, SharePoint, etc.) and laptops to assist in work-from-home environment

- » Herjavec Group (cyber security firm) completed a Cyber Security Vulnerability and Penetration test with a report identifying corrective actions to the current hardware and software security risks. Most of the identified issues/risks are related to legacy hardware and software which have been addressed by SLPC IT staff
- » Enhanced IT Help Desk through streamlined tickets, reduced response times, 24/7 availability
- » Continued transition of software applications to cloud-based environment
- » Enhanced Network Security with Multi-factor authentication implementation, automated updates and an updated IT disaster recovery back-up plan
- » Completed Standardized Mobile Device Program

PERFORMANCE MEASURES AND RESULTS

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

Financial

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

2020/21

The 2020/21 COVID-19 budget projected a net loss from operations of \$1.9M, which is a \$3.7M decrease in net income from the original 2020/21 budget of \$1.81M net income. The 2020/21 final result was net income of \$293K.

Attendance

Activity (attendance) levels are evaluated and compared to the budget and previous year to evaluate performance, identify trends and opportunities.

2020/21 Performance

The updated business plan projected a 73% reduction in overall visitor activity due to COVID-19

Budget:

ATTRACTION	2020-21	2020-21 COVID-19	2019-20	2020-21 vs	2019-20	2018-19
Fort Henry admissions/rentals	17	30	96	(79)	(82)%	118
Upper Canada Village admissions/rentals	35	29	256	(221)	(86)%	259
Campgrounds and beaches nights/admissions	94	69	158	(65)	(41)%	156
Upper Canada Golf Course rounds/rentals	24	17	19	5	28%	16
Skywood Eco Adventure Park admissions	0	0	9	(9)	(100)%	10
Kingston Pen Tours admissions	18	19	72	(54)	(75)%	68
SLPC total excluding Crysler Park Marina	189	164	611	(422)	(69)%	627

ATTRACTION	2020-21	2020-21 COVID-19	2019-20	2020-21 vs 2019-20	2018-19
Crysler Park Marina docked/stored linear ft. per day	1,190	1,351	1,189	1 0%	1,418
SLPC total including Chrysler Park Marina	1,379	1,515	1,800	(421) (23)%	2,045

Note: Above amounts are in thousands.

Customers

While financial performance is extremely important, it is also essential to achieve optimum customer service standards and satisfaction and measurement and monitoring of customer satisfaction levels is key for maintaining and growing the business. A variety of methods are used to measure performance and customer satisfaction including:

- » customer comment cards;
- » entrance and exit customer surveys;
- » emails;
- » calls to Customer Service Unit;
- » partner packages sold;
- » postal and zip code tracking and analysis;
- » promotion and coupon redemption analysis; and front-line interaction with visitors

Currently, the tracking of visitor origins through postal codes is done at all the attractions. This information is used to monitor visitor origins and to effectively target markets in advertising campaigns and as an evaluation tool for advertising campaigns.

2020/21 Performance

Due to the pandemic and the partial or full closures and delayed openings of many SLPC properties, conditions were not ideal to measure customer satisfaction. For 2021/22, the team is looking at emphasizing customer feedback to measure the SLPC customer experience in order to make evidence-based, responsive decisions that improve the customer experience and ultimately generate more profit.

Human Resources and Health & Safety

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

- » OPS engagement surveys, SLPC staff surveys and feedback from the Wellness Committee will help monitor the ability of SLPC to provide a healthy and satisfying place to work.
- » Respectful Workplace Policy complaints and the effectiveness of the resolutions and the workplace restoration process will continue to be tracked.
- » SLPC will use leading performance indicators from incident data, root cause analysis and traditional WSIB statistics to track progress on becoming a “safety-first” culture.

- » Full Time Equivalent (FTE) metrics are compiled and analyzed each month to ensure operation within cap limits and effective utilization of human resources.
- » HR Automation will continue to monitor feedback from end-user groups on system functionality and areas for improvement.

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

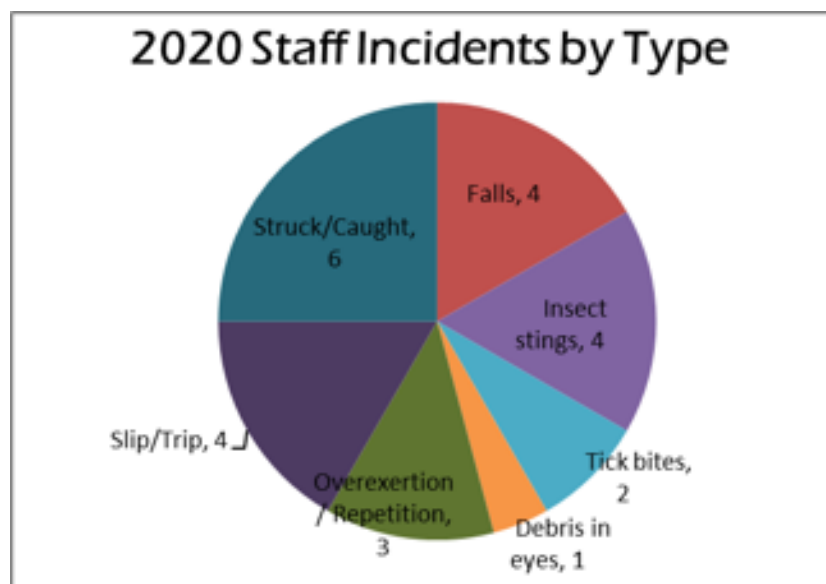
SLPC will track the number of hires to bilingual designated positions by staff category and location to ensure services can be provided in French and English at all key frontline areas. French competency will be tested using a qualified vendor of record. SLPC will also adhere to its recruitment diversity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

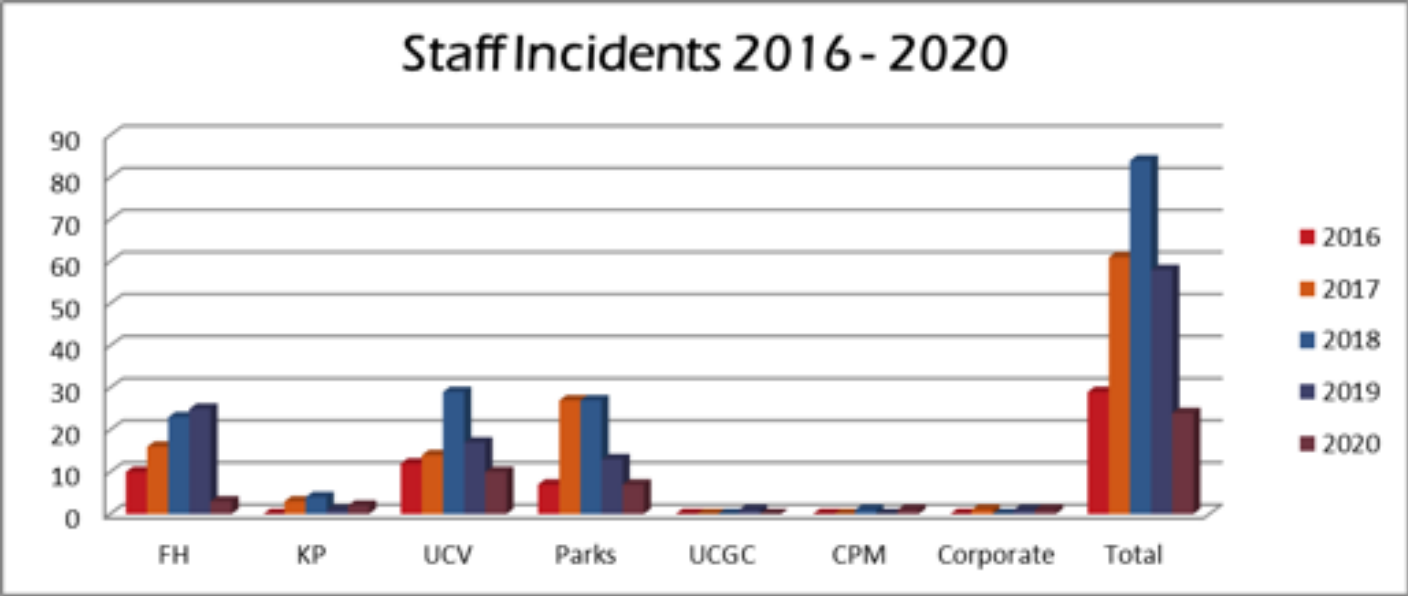
2020/21 Performance

To support employee engagement and maintaining a respectful workplace, SLPC has made anti-racism a priority and is working towards developing a racially equitable and inclusive workplace. In 2020, SLPC created an Anti-Racism Action Plan that supports policy and program development, education and awareness, and collaborative partnerships. We supported staff learning through Treaties Week awareness training, in partnership with the Ministry of Indigenous Affairs and Cultural Sensitivity Training on Muslim culture and Islamic Canada with Imam Majed Jarrar from the Ottawa Mosque.

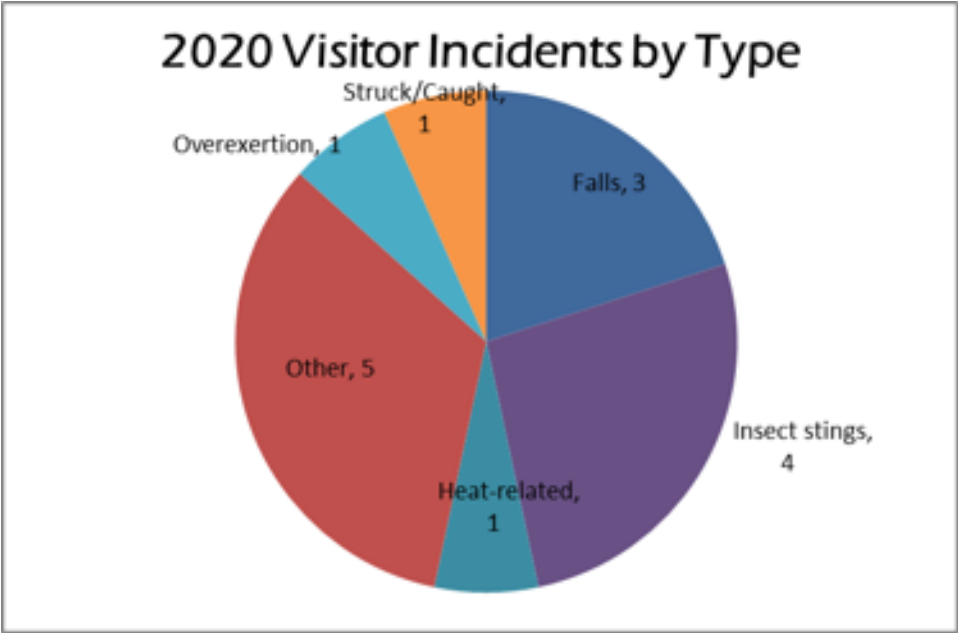
SLPC supports a “safety- first” culture that tracks staff and visitor incidents and uses leading indicators and root cause analysis from incident data to prevent repeat incidents or near misses.

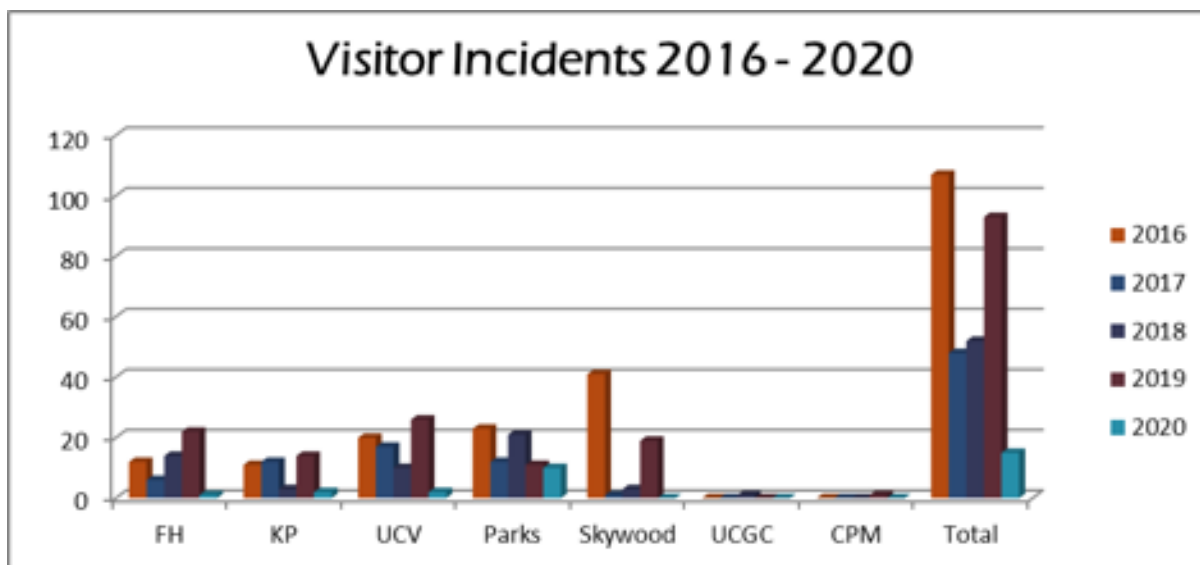
SLPC has seen a 59% decrease in staff incidents from 2019 to 2020. This could be attributed to the shorter operating season and reduced product offerings due to COVID-19.





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





Full Time Equivalent (FTE) metrics are compiled and analyzed to ensure operation within cap limits and effective utilization of human resources.

SLPC STAFFING SUMMARY	2020-21	2019-20	2018-19
Regular Full-time	56	57	55
Regular Part-Time	1	1	2
Seasonal (averaging 5-6 months per year)	142	184	176
Fixed term, Group 1	14	20	21
Fixed term, Group 2	30	43	40
Student (averaging 4 months per year)	97	261	298
TOTAL SLPC STAFFING LEVELS	340	566	592

Note: Employee numbers reported above are captured during peak-operating season.

Asset Condition

Many of SLPC's assets are fully depreciated and still in use beyond their expected useful life (they have \$0 net book value). As part of the Long-term Capital Plan, SLPC will develop an Asset Replacement Strategy to improve net book value and the average age of its assets. Below is the status of SLPC assets as at March 31, 2021 (reported in thousands):

	Cost	Accumulated amortization	2021 Net book value	2020 Net book value
Buildings and other structures	\$ 21,203	\$ 5,959	\$ 15,244	\$ 15,079
Landhold improvements	13,894	5,146	8,748	9,374
Exhibits	7,139	6,434	705	1,433
Machinery, equipment and tools	4,829	3,798	1,031	1,195
Vehicles	5,787	4,486	1,301	1,432
Computer systems and licenses	3,420	3,074	346	447
Office furniture and equipment	1,855	1,704	151	200
Structures	12,272	6,977	5,295	6,083
Construction in progress	51	–	51	182
	\$ 70,450	\$ 37,578	\$ 32,872	\$ 35,425

Cost and accumulated amortization at March 31, 2020 amounted to \$68,611 and \$33,186, respectively.

FINANCIAL PERFORMANCE

SLPC	2018-19	2019-20	2020-21 COVID-19 Budget ¹	2020-21 ¹
Revenue	13,252,107	13,373,267	4,508,226	5,907,966
Expenses	19,346,907	18,198,066	13,524,652	12,737,757
Net income before Transfer Payment	(6,094,800)	(4,824,800)	(9,016,425)	(6,829,791)
Transfer Payment	7,122,800	7,122,800	7,122,800	7,122,800
Net income after Transfer Payment	1,028,000	2,298,000	(1,893,625)	293,009

Note 1: Includes Kingston Pen Tours (\$24K net income) as beginning in 2020/21 SLPC retains 100% of net income.

Operations

In June 2020, SLPC prepared a revised 2020/21 COVID-19 budget which forecasted a \$1.9M deficit by fiscal year-end.

Amount of \$7.123M from the Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI) and an additional \$124K from the Student Experience Program to subsidize student wages.

Additionally, SLPC self-generated \$5.9M in revenue (\$7.5M or 56% less than the previous year), and \$12.7M in expenses (\$5.5M or 30% less than the previous year) resulting in net income of \$293K (\$2M or 87% less than the previous year). SLPC favourably surpassed the COVID-19 budget by \$2.2M or 115% in 2020/21.

Capital Investment

SLPC is steward of 7,000 acres of land over a 200 km stretch from Kingston to the Québec border along the St. Lawrence River corridor. Operations include 3 major historic attractions, 14 beaches and campgrounds, the 37-km Thousand Islands Parkway, 11-km Long Sault Parkway, a long-distance multi-use recreational trail, a bird sanctuary, an eco-friendly zip line aerial park, 18-hole golf course, a marina, and gift and retail stores.

SLPC receives approximately \$5-7 million in capital grant funding annually to address 100 or more projects required in order to keep sites operational. Many of SLPC assets are beyond their useful life and, as a result, the available funding often falls short. SLPC does its best to maintain assets within its ability and resources available; however, due to the aging nature of its infrastructure, many projects are added to the queue and recorded as deferred capital maintenance. Major deferred capital projects include the revitalization of aging septic systems and washrooms, restoration of beaches and seawalls, dredging at the marina, and many more. Currently, there is a significant deferred capital maintenance balance according to the Ministry's asset management information system data.

In 2020/21, SLPC received \$5.5M in grant funding from MHSTCI to address 84 high priority capital projects which were:

- » Vital to ensuring the safety of staff and visitors
- » Necessary to comply with legislative and regulatory requirements
- » To repair or replace failing infrastructure
- » Required to support ongoing operations and revenue generation

Many projects are related to the regular maintenance of buildings and other assets that fall under the categories listed above.

Some significant capital projects for 2020/21 included major information technology upgrades for cyber security and connectivity, feasibility studies for upgrading septic systems and washrooms, Milles Roches and Brown's Bay beach restoration design work, McLaren washroom construction, sewage/drinking water systems/washroom revitalization, new golf carts, golf course facility upgrades, livestock accommodation revitalization, facility and office space for PumpkInferno production, renovations to the Great Hall for wedding venue rentals including the complete overhaul and renovation of the wedding suite, and significant restoration work to interpretive elements of Fort Henry to improve energy efficiencies and health and safety.

Internally Restricted Reserve

In 2011/12 SLPC and the MHSTCI collaboratively established an Internally Restricted Reserve (IRR) with a one-time, \$2.5M grant provided by the MHSTCI. The IRR is the investment fund that SLPC uses to drive sustainable growth towards financial self-sufficiency (less reliance on government funding). The IRR is funded internally through unrestricted net income. It is invested in new programs and events, enhancements to customer experience, and for initiatives that will result in cost savings. The SLPC Board of Commissioners established and approved guidelines for the fund that requires that projects approved for funding generate (1) a variable contribution margin of at least 50%, or (2) result in cost savings of at least 25%.

SLPC receives an annual operating transfer payment for regular business operations, and a second transfer payment for capital infrastructure projects related to (1) health and safety, (2) legislative and code compliance, and (3) asset integrity projects. These transfer payments cannot be used to fund the development of new events, programs, or proactive initiatives which reduce costs. IRR investment is therefore required in order to set SLPC up for success, keeping it vibrant, and helping it grow towards becoming a world-class tourism destination.

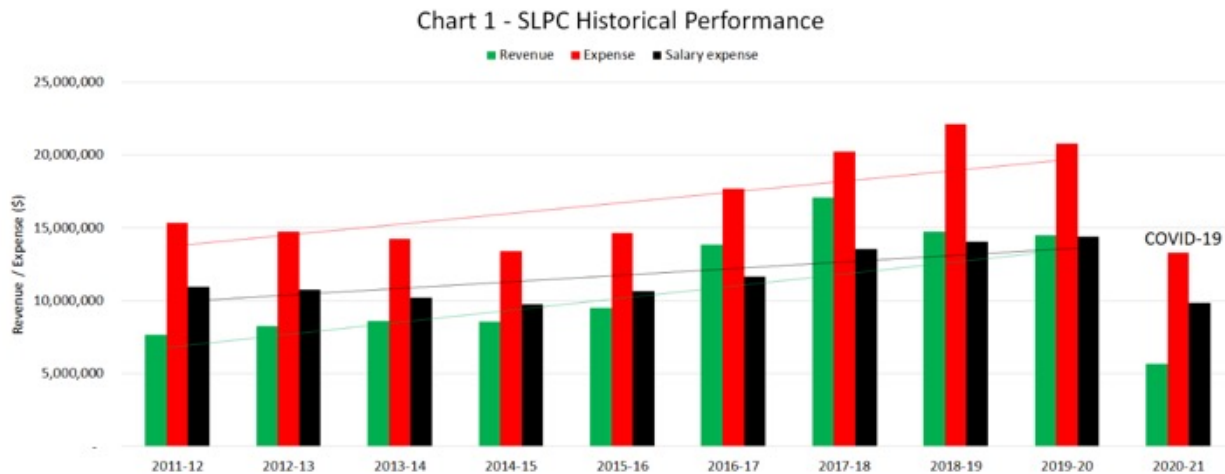
Since 2011/12, SLPC's net income from operations has contributed over \$16M to the IRR and over \$12.9M has been invested in projects such as developing:

- » The critically acclaimed fall event PumpkInferno that attracted over 77,000 visitors in one year and generates over \$550K in net income for the IRR annually
- » Camper Cabins that generate over \$260K in revenue annually
- » Full-service campground upgrades that generate over \$200K in revenue annually
- » Electrical efficiency upgrades to reduce SLPC power consumption that has saved an estimated \$50K annually

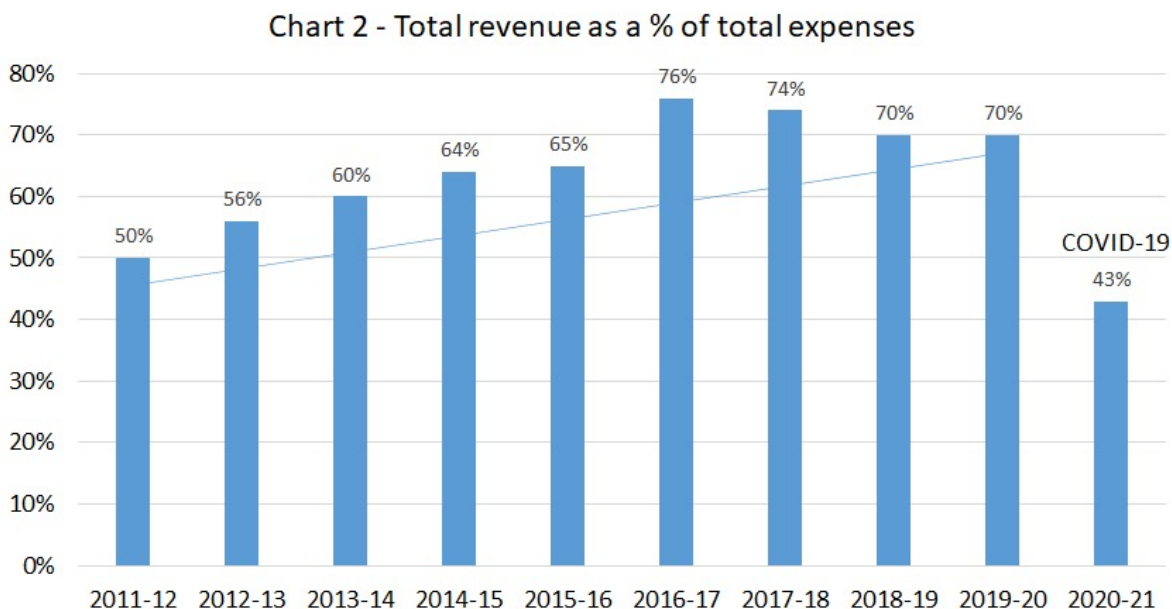
In 2020/21, the Board of Commissioners approved allocating IRR funding to:

- » Strategic Plan - \$50K (complete)
- » Development of campgrounds and beaches - \$1.5M
- » Development of revenue enhancement opportunities - \$150K
- » Artifact collections storage facility - \$1.6M

As SLPC has invested in refreshing visitor experiences and keeping pace with visitor demands, revenue from operations has grown from \$7.7M in 2011/12 to \$14.5M in 2019/20, an increase of 90% (see Chart 1 below). 2020-21 is left out of this analysis as it is an outlier year due to COVID-19.



The impact on SLPC's financial performance has been dramatic. In 2011/12 for every dollar of expense, SLPC generated \$0.50 in revenue; in 2019/20, for every dollar of expense, SLPC generated \$0.70 of revenue (see Chart 2 below).



Other factors that have contributed to this success have also included a commitment to Lean Kaizen principles and a corporate restructuring. Salaries and wages are SLPC's largest expense. By 2016/17, for the first time, SLPC revenue covered 100% of salaries and wages (see Chart 1 above).

Management's Responsibility for Annual Reporting

The management of the SLPC are responsible for the financial statements and all other information presented in these statements. The statements have been prepared by management in accordance with the framework identified in Note 2 in the accompanying audited financial statements.

The financial statements include amounts based on best estimates and judgments. Management has determined such amounts on a reasonable basis in order to ensure that the statements are presented fairly, in all material respects.

Management maintains a system of internal accounting and administrative control that is designed to provide reasonable assurance that the financial information is relevant, reliable, accurate and that the Commission's assets are properly accounted for and adequately safeguarded.

The Board of the SLPC is responsible for gaining assurance that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements.

The Board meets periodically with management to discuss financial results, auditing matters, financial reporting issues and to satisfy itself that each group is properly discharging responsibilities. The Board reviews the financial statements before recommending approval by the Board.

The financial statements have been audited by KPMG, the Commission's appointed External Auditor and in accordance with Canadian generally accepted auditing standards on behalf of the Commission, Minister of Heritage, Sport, Tourism and Culture Industries and the Provincial Auditor General. KPMG had direct and full access to all Commission records as well as full access to the Board of Commissioners and without the presence of management to discuss their audit and findings as to the integrity of the Commission's financial reporting.

Hollee Kew
General Manager & CEO
St. Lawrence Parks Commission

Al Adibi
Director, Corporate Services
St. Lawrence Parks Commission

Parks of the
St. Lawrence



Les Parcs du
Saint-Laurent

ST. LAWRENCE PARKS COMMISSION

***FINANCIAL STATEMENTS
AND INDEPENDENT AUDITOR'S REPORT THEREON
YEAR ENDED MARCH 31, 2021***



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KPMG Canada provides services to KPMG LLP.

INDEPENDENT AUDITORS' REPORT

To the St. Lawrence Parks Commissioners

Qualified Opinion

We have audited the financial statements of St. Lawrence Parks Commission (the "Entity"), which comprise:

- » the statement of financial position as at March 31, 2021
- » the statement of operations for the year then ended
- » the statement of changes in net assets for the year then ended
- » the statement of cash flows for the year then ended
- » and notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, except for the effects of the matters described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2021, and its results of operations, its remeasurement gains and losses, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Qualified Opinion

Note 2 indicates that tangible capital assets, including land, acquired before April 1, 1994 are carried at nominal value. Moreover, assets acquired before April 1, 2009 with provincial government funding have been expensed rather than capitalized. In these respects, the financial statements are not in accordance with Canadian public sector accounting standards.

Therefore, we were not able to determine whether any adjustments might be necessary to:

- » the total assets reported in the statements of financial position as at March 31, 2021 and March 31, 2020
- » the amortization of deferred capital contributions, the amortization expense of tangible capital assets and excess of revenue over expenses reported in the statements of operations for the years ended March 31, 2021 and March 31, 2020
- » the unrestricted net assets, at the beginning and end of the year, reported in the statements of changes in net assets for the years March 31, 2021 and March 31, 2020
- » the excess of revenue over expenses reported in the statements of cash flows for the years ended March 31, 2021 and March 31, 2020

Our opinion on the financial statements for the year ended and March 31, 2020 was qualified accordingly because of the possible effects of this departure from the Canadian public sector accounting standards.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the **“Auditors’ Responsibilities for the Audit of the Financial Statements”** section of our auditors’ report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity’s ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity’s financial reporting process.

Auditors’ Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors’ report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- » Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- » The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- » Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- » Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- » Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- » Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- » Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Chartered Professional Accountants, Licensed Public Accountants
Kingston, Canada
June 24, 2021

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THE ST. LAWRENCE PARKS COMMISSION

Statement of Financial Position

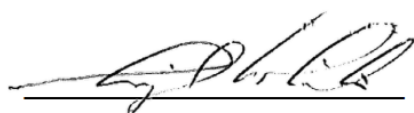
March 31, 2021, with comparative information for 2020

(In thousands of dollars)

	2021	2020
Assets		
Current assets:		
Cash and short-term investments	\$ 11,046	\$ 10,363
Due from the Province of Ontario	6,163	5,138
Accounts receivable	101	44
Inventories	419	446
Prepaid expenses	89	61
	17,818	16,052
Tangible capital assets (note 3)	32,872	35,425
Deferred land costs (note 6)	41	41
	\$ 50,731	\$ 51,518
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 1,124	\$ 1,449
Deferred contributions (note 4)	8,602	6,366
	9,726	7,815
Deferred contributions - tangible capital assets (note 5)	28,667	30,467
Due to the Province of Ontario (note 6)	300	300
Severance and future employee benefits (note 7)	711	1,113
Net assets:		
Unrestricted	1,245	3,558
Internally restricted (note 8)	10,082	8,265
	11,327	11,823
Commitments (note 13)		
	\$ 50,731	\$ 51,518

See accompanying notes to financial statements.

Approved on behalf of the Board of Commissioners:

 Commissioner

 Commissioner

THE ST. LAWRENCE PARKS COMMISSION

Statement of Operations

Year ended March 31, 2021, with comparative information for 2020

(In thousands of dollars)

	Unrestricted	Internally restricted (note 8)	Total 2021	Total 2020
Revenue:				
Provincial transfer – operating grant	\$ 7,248	\$ 9	\$ 7,257	\$ 7,787
Entrance receipts	1,619	–	1,619	7,742
Camping	2,477	–	2,477	4,157
Gross profit from retail operations (note 9)	200	–	200	771
Golf course	560	–	560	482
Concession and site	135	–	135	489
Sponsorships	26	–	26	88
Marina docking and storage	352	–	352	443
Investment income	98	–	98	190
Miscellaneous	52	–	52	143
	12,767	9	12,776	22,292
Expenses:				
Salaries, wages and benefits (note 11)	9,841	1	9,842	14,394
Services	1,753	52	1,805	3,568
Supplies and equipment	691	1	692	1,103
Transportation and communication	157	–	157	185
Amortization of tangible capital assets	17	744	761	811
Program distribution to United Way	–	–	–	709
KFL&A	–	–	–	13
Miscellaneous	15	–	15	–
	12,474	798	13,272	20,783
Other government items:				
Amortization of deferred capital funding	5,813	–	5,813	5,337
Amortization of tangible capital assets	(3,631)	–	(3,631)	(3,629)
Refurbishment expenses	(2,182)	–	(2,182)	(1,708)
	–	–	–	–
Excess (deficiency) of revenue over expenses	\$ 293	\$ (789)	\$ (496)	\$ 1,509

See accompanying notes to financial statements.

THE ST. LAWRENCE PARKS COMMISSION

Statement of Changes in Net Assets

Year ended March 31, 2021, with comparative information for 2020

(In thousands of dollars)

	Unrestricted	Internally restricted (note 8)	Total 2021	Total 2020
Balance, beginning of year	\$ 3,558	\$ 8,265	\$ 11,823	\$ 10,314
Excess (deficiency) of revenue over expenses	293	(789)	(496)	1,509
Internal transfer (note 8)	(2,606)	2,606	—	—
Balance, end of year	\$ 1,245	\$ 10,082	\$ 11,327	\$ 11,823

See accompanying notes to financial statements.

THE ST. LAWRENCE PARKS COMMISSION

Statement of Cash Flows

Year ended March 31, 2021, with comparative information for 2020

(In thousands of dollars)

	2021	2020
Cash provided by (used for):		
Operating activities:		
Excess of revenue over expenses	\$ (496)	\$ 1,509
Items not involving cash:		
Amortization of tangible capital assets	4,392	4,440
Amortization of deferred capital contributions	(5,822)	(5,345)
Change in non-cash operating working capital:		
Due from the Province of Ontario	(1,025)	(5,082)
Accounts receivable	(57)	471
Inventories	27	—
Prepaid expenses	(28)	53
Accounts payable and accrued liabilities	(325)	(2,653)
Deferred contributions	2,236	4,090
Severance and future employee benefits	(402)	132
	(1,500)	(2,385)
Financing activities:		
Deferred capital contributions	4,022	2,494
Capital activities:		
Acquisition of tangible capital assets	(1,839)	(1,203)
Increase (decrease) in cash and short-term investments	683	(1,094)
Cash and short-term investments, beginning of year	10,363	11,457
Cash and short-term investments, end of year	\$ 11,046	\$ 10,363

See accompanying notes to financial statements.

THE ST. LAWRENCE PARKS COMMISSION

Notes to Financial Statements

Year ended March 31, 2021

(In thousands of dollars)

Governing statutes:

The St. Lawrence Parks Commission (the "Commission"), a Provincial Corporation without share capital and Crown Agency, is subject to and governed by an Ontario Statute, the St. Lawrence Parks Commission Act. The Commission operates several parks, historical sites and other facilities situated on Crown lands in Eastern Ontario, including Upper Canada Village and Fort Henry, intended to provide tourism and recreation opportunities to both residents of, and visitors to the Province of Ontario (the "Province"). The Commission is exempt from federal and provincial income taxes under paragraph 149(1)(d) of the Income Tax Act (Canada).

Significant accounting policies:

The financial statements have been prepared in accordance with Canadian public sector accounting standards in the Chartered Professional Accountants of Canada (CPA) Handbook. The Commission has elected to apply the accounting standard recommendations applicable solely to government not-for-profit organizations in Sections PS 4200 to PS 4270 of the CPA Public Sector Accounting Handbook. A statement of remeasurement gains and losses has not been included as there are no matters to report therein.

» (a) Cash and short-term investments:

The Commission's policy is to present in cash and short-term investment bank balances, including bank overdrafts whose balances fluctuate frequently from being positive to overdrawn, and investments that are redeemable at any time without penalty.

» (b) Revenue recognition:

The Commission follows the deferral method of accounting for contributions. Under this method, contributions restricted for future period expenses are deferred and are reported as revenue in the year in which related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Retail revenue is recognized when persuasive evidence of an arrangement exists, when the customer has taken possession of the goods, the price to the buyer is fixed or determinable and collection is reasonably assured.

Entrance fees, campsites, golf course, concession and site rentals, sponsorship, and marina docking and storage revenues, are recognized in accordance with the agreement between the parties, when services have been rendered, fees are fixed or determinable and collection is reasonably assured. Fees received for services performed after the end of the fiscal year of the Commission are recorded as deferred revenue.

Investment income are recorded on the transaction date and resulting revenue are recognized using the accrual method of accounting. Investment income includes interest income, which is recognized on a time apportionment basis.

THE ST. LAWRENCE PARKS COMMISSION

Notes to Financial Statements (continued)

Year ended March 31, 2021

(In thousands of dollars)

Significant accounting policies (continued):

» (c) Inventory valuation:

Inventories are valued at the lower of cost and net realizable value. Cost is determined by the first in, first out method.

» (d) Tangible capital assets:

Tangible capital assets, including land, acquired before April 1, 1994 are carried at nominal value. Capital assets acquired with Provincial government funds before April 1, 2009 have been expensed rather than capitalized. Tangible capital assets acquired with Provincial government funds after April 1, 2009 have been capitalized at cost.

Tangible capital assets are recorded at cost. Amortization is provided on a straight-line basis using the following estimated useful lives:

Asset	Useful Life
Buildings and other structures	20 to 40 years
Landhold improvements	15 years
Exhibits	10 years
Machinery, equipment, and tools	5 years
Vehicles	5 to 10 years
Computer systems and licenses	3 to 5 years
Office furniture and equipment	3 to 5 years
Structures	5 years

Tangible capital assets grants received by the Commission are deferred and amortized at rates that offset amortization recorded on related tangible capital assets.

When the Commission recognizes that a tangible capital asset no longer has any long-term service potential, the excess of net carrying amount of the tangible capital asset over its residual value is recognized as an expense in the statement of operations.

The costs incurred for major capital projects are classified separately as construction in progress until the project is complete. When complete, the costs are transferred to the appropriate capital asset category and amortization commences.

» (e) Salaries, wages and benefits:

These financial statements reflect salaries, wages and benefit costs allocated by the Province of Ontario for those members of the Ontario Public Service ("OPS") who are involved with Commission operations.

THE ST. LAWRENCE PARKS COMMISSION

Notes to Financial Statements (continued)

Year ended March 31, 2021

(In thousands of dollars)

Significant accounting policies (continued):

» (f) Severance accrual:

OPS regular employees are entitled to one week of severance pay for each year of service, up to a maximum of six months' pay, when employment ceases because of death, retirement, layoff after one year of continuous service, or for any reason after five years of continuous service other than dismissal for cause and abandonment of position. Unionized employees could no longer accumulate severance after December 31, 2016. Fixed term employees with more than five seasons of continuous service are entitled to such payment only if terminated by the employer. Non-unionized employees could no longer accumulate severance after December 31, 2015. The Commission has accrued the obligation owing to regular employees. Any potential obligation for fixed term employees is recorded only upon termination. Anyone hired after January 1, 2014 is not entitled to severance.

» (g) Workplace Safety and Insurance Board:

The Province provides benefits to OPS employees on workers' compensation through the Workplace Safety and Insurance Board (WSIB). The Commission accrues its obligation for this employee benefit. The costs of this benefit is actuarially determined province wide, based on historical and previous experience. Adjustments to the estimated WSIB obligation, if any, are recognized in the year in which supportive computations are made available to the Commission by the WSIB.

» (h) Pension plan:

The Province provides pension benefits to its eligible OPS employees through participation in the Public Service Pension Plan (PSP Plan) and the Ontario Public Service Employees' Union Pension Trust (OPSEU Pension Trust). These plans are multi-employer defined benefit pension plans. As the Commission has insufficient information to apply defined benefit plan accounting, the plans have been accounted for as defined contribution pension plans, and the Commission's annual contributions are expensed. According to the Public Service Pension Act any deficiencies of the pension fund are to be paid out of the Consolidated Revenue Fund of the Province of Ontario, and as such no attempt has been made to calculate any amount owing regarding the unfunded liability (if any) with respect to these pension plans.

» (i) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently measured at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Commission has elected to carry all investments at fair value.

THE ST. LAWRENCE PARKS COMMISSION

Notes to Financial Statements (continued)

Year ended March 31, 2021

(In thousands of dollars)

Significant accounting policies (continued):

» (i) Financial instruments (continued):

Short-term investments are measured at fair value without any adjustment for transaction costs it may occur on sale or other disposal. All changes in fair value are recorded in the statement of operations.

Financial assets are assessed for indicators of impairment on an annual basis at the end of the fiscal year. Where an indicator of impairment is present, the Commission determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Commission expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial impairment charge.

» (j) Use of estimates:

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates.

Tangible capital assets:

	Cost	Accumulated amortization	2021 Net book value	2020 Net book value
Buildings and other structures	\$ 21,203	\$ 5,959	\$ 15,244	\$ 15,079
Landhold improvements	13,894	5,146	8,748	9,374
Exhibits	7,139	6,434	705	1,433
Machinery, equipment and tools	4,829	3,798	1,031	1,195
Vehicles	5,787	4,486	1,301	1,432
Computer systems and licenses	3,420	3,074	346	447
Office furniture and equipment	1,855	1,704	151	200
Structures	12,272	6,977	5,295	6,083
Construction in progress	51	—	51	182
	\$ 70,450	\$ 37,578	\$ 32,872	\$ 35,425

Cost and accumulated amortization at March 31, 2020 amounted to \$68,611 and \$33,186, respectively.

THE ST. LAWRENCE PARKS COMMISSION

Notes to Financial Statements (continued)

Year ended March 31, 2021

(In thousands of dollars)

4. Deferred contributions:

	2021	2020
Prepaid admissions and camping	\$ 3,051	\$ 1,579
Ministry of Tourism, Culture and Sport, unspent funds	4,945	4,150
Kingston Penitentiary Tours destination marketing	606	637
	<u>\$ 8,602</u>	<u>\$ 6,366</u>

5. Deferred contributions - tangible capital assets:

	2021	2020
Ministry of Tourism, Culture and Sport - funding for refurbishment:		
Balance, beginning of year	\$ 13,976	\$ 15,332
Contribution received in current year	4,022	2,494
Amortization	(4,327)	(3,850)
Balance, end of year	<u>13,671</u>	<u>13,976</u>
Ministry of Tourism, Culture and Sport - funding for revitalization:		
Balance, beginning of year	13,476	14,764
Amortization	(1,288)	(1,288)
Balance, end of year	<u>12,188</u>	<u>13,476</u>
Ministry of Tourism, Culture and Sport - infrastructure stimulus funding:		
Balance, beginning of year	2,937	3,115
Amortization	(178)	(178)
Balance, end of year	<u>2,759</u>	<u>2,937</u>
Celebrate Ontario:		
Balance, beginning of year	22	31
Amortization	(9)	(9)
Balance, end of year	<u>13</u>	<u>22</u>
Bike infrastructure program:		
Balance, beginning of year	56	76
Amortization	(20)	(20)
Balance, end of year	<u>36</u>	<u>56</u>
	<u>\$ 28,667</u>	<u>\$ 30,467</u>

THE ST. LAWRENCE PARKS COMMISSION

Notes to Financial Statements (continued)

Year ended March 31, 2021

(In thousands of dollars)

Due to Province:

On February 6, 2013, the Commission received one-time funding to support a land sales initiative program being currently undertaken with Ontario Infrastructure and Lands Corporation. This funding was provided on an interest free basis, and on the understanding that it will be repaid upon completion of the sale(s). There were no costs incurred during the fiscal year (2020 - \$Nil) relating to the land sales initiative. Costs incurred in the 2014 fiscal year amounted to \$41 and have been capitalized as deferred land costs, which will be recognized in operations against related proceeds on sale.

Severance and WSIB accruals and Transition Exit initiative and Voluntary Exit Program:

As part of the government's comprehensive plan to address its fiscal challenges, the Cabinet has approved a time-limited Transition Exit Initiative Expansion and a new Voluntary Exit Program within the OPS. The aim of this initiative is to manage the Ontario Public Sector compensation costs in a way that ensures vital services to citizens are not compromised while avoiding involuntary job losses. Since 2013, the Transition Exit Initiative (TEI) has been available for regular and regular part-time OPS employees who are represented by OPSEU, AMAPCEO, PEGO, ALOC and the OCAA. Effective January 1, 2019, the TEI program was temporarily expanded to regular and regular part-time employees in the following employee groups: Crown Counsel Excluded, Excluded Category Correctional (COR Excluded), Excluded Category Unified (UN Excluded), Management Compensation Plan, and Individual Contributor. The Commission has fully paid out the 2019-20 accrued obligation owing to eligible employees who have entered these programs and recognizes the offsetting revenue as the program is fully funded by government as the costs are incurred.

	2021	2020
Severance accrual	\$ 422	\$ 529
WSIB benefit accrual	289	389
Transition Exit Initiative and Voluntary Exit Program	—	195
	\$ 711	\$ 1,113

THE ST. LAWRENCE PARKS COMMISSION

Notes to Financial Statements (continued)

Year ended March 31, 2021

(In thousands of dollars)

Internally restricted net assets:

A portion of net assets has been internally restricted by the Board of Commissioners to fund future capital expenditures. In the current year, the Board of Commissioners approved a deficiency of revenues over expenses of \$789 (2020 - \$789) from these restricted net assets.

The Board of Commissioners has approved the transfer of \$2,606 (2020 - \$2,298) to the Commission's Internally Restricted Reserve fund, for investment in programs and projects that will best contribute to the financial sustainability of future and ongoing operations.

Gross profit from retail operations:

Retail gross profit is comprised of:

	2021	2020
Sales from retail operations	\$ 495	\$ 1,797
Cost of goods sold	(295)	(1,026)
Gross profit from retail operations	\$ 200	\$ 771

Transactions with the Province:

In the normal course of operations, the costs of post-retirement non-pension employee benefits have been paid by the Management Board Secretariat of the Province of Ontario and are not included in the statement of operations of the Commission. Further transactions with the Province of Ontario are as shown below, and are measured at their exchange amount as established and accepted by the parties.

Included in trade payables and accrued liabilities is \$169 (2020 - \$407) due to the Ministry of Finance in connection with payroll expenses and \$Nil (2020 - \$Nil) due to the Ministry of Finance in connection with unspent capital funding.

During the year, the Commission paid a total of \$10,434 (2020 - \$14,504) in gross payroll expenses to the Ministry of Finance.

Included in Services expenditures is \$84 (2020 - \$96) paid to the Ministry of Finance for various services including advertising, pay stub printing, telephone chargebacks, legal services, environmental assessments, and licenses and \$Nil (2020 - \$Nil) paid to the Ontario Provincial Police for security services.

THE ST. LAWRENCE PARKS COMMISSION

Notes to Financial Statements (continued)

Year ended March 31, 2021

(In thousands of dollars)

Transactions with the Province (continued):

During the year, the Commission paid \$27 (2020 - \$42) to the Ministry of Finance for general liability insurance.

During the year, the Commission recognized funding totaling \$13,070 (2020 - \$13,115) from the Ministry of Tourism, Culture and Sport, which is included in Provincial government funding and includes funding recognized as deferred capital contributions.

Pension plan:

The Commission’s contribution to the PSP Plan and the OPSEU Pension Trust for the year ended March 31, 2021 was \$579 (2020 - \$650) and is included in salaries, wages and benefits on the Commission’s statement of operations.

Remuneration of members:

Total remuneration of members of the Commission was \$18 (2020 - \$10).

Commitments:

- » The Commission has entered into long-term lease agreements expiring on various dates between April 2021 and February 2024. Under the terms of these agreements, the minimum annual lease payments for the next three years are as follows:

2022	\$14
2023	\$14
2024	\$9
	\$37

THE ST. LAWRENCE PARKS COMMISSION

Notes to Financial Statements (continued)

Year ended March 31, 2021

(In thousands of dollars)

Risk management:

» (a) Credit risk:

The Commission is exposed to credit risk regarding the financial assets recognized on the statement of financial position. The Commission has determined that the financial asset with greater credit risk exposure is trade accounts receivable since failure of any of these parties to fulfil their obligations could result in significant financial losses for the Commission.

The credit risk regarding cash and short-term investments is considered to be negligible because the counterparty is a reputable bank with an investment grade external credit rating. The trade accounts receivable balances are managed and analyzed on an ongoing basis with a large amount due from the Province where the collection risk is low. Accordingly, the Commission's exposure to doubtful accounts is not significant. The balance in the allowance for doubtful accounts at March 31, 2021 is \$23 (2020 - \$42).

The Commission's management considers that all the above financial assets that are not impaired or past due are of good credit quality.

» (b) Liquidity risk:

The Commission's liquidity risk represents the risk that the Commission could encounter difficulty in meeting obligations associated with its financial liabilities. The Commission is, therefore, exposed to liquidity risk with respect to all of the financial liabilities recognized in the statement of financial position.

The Commission manages its liquidity risk by monitoring its operating requirements. The Commission prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

There has been no change to the risk exposures from 2020.

Impact of COVID-19:

In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had a significant financial, market and social dislocating impact. At the time of approval of these financial statements, the Commission has experienced the following indicators of financial implications and undertaken the following activities in relation to the COVID-19 pandemic:

- » Temporary closures of facilities within which the Commission operates from March 14, 2020, with limited reopening in late May for the Golf Course and Marina, late June for a portion of the campgrounds, and July for Historic Sites based on public health recommendations
- » Implemented temporary layoffs of certain employees

THE ST. LAWRENCE PARKS COMMISSION

Notes to Financial Statements (continued)

Year ended March 31, 2021

(In thousands of dollars)

Impact of COVID-19 (continued):

- » Mandatory working from home requirements for those able to do so
- » Continuous re-evaluation of the team's work assignments
- » Experienced decreases in revenue from Entrance receipts, Retail, Camping, Golf Course, Concession and site rentals, Sponsorships, Marina and docking, and Investment income
- » Cost containment of non-payroll related expenses given the temporary closures of facilities

At this time there remains uncertainty over future cash flows which may cause significant changes to the assets or liabilities and may have a significant impact on future operations. An estimate of the financial effect is not practicable at this time.

Comparative information:

Certain comparative information has been reclassified to conform with the financial statement presentation adopted per the current year.