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

Parks of the St. Lawrence

St. Lawrence Parks Commission

ANNUAL REPORT

2023 / 2024

TABLE OF CONTENTS

ST. LAWRENCE PARKS COMMISSION

LAND ACKNOWLEDGEMENT

St. Lawrence Parks Commission acknowledges that we are located on the ancestral and traditional territories of the Kanien'kehà:ka (Mohawk), Michi Saagiig (Mississauga) and Wendat (Huron) Nations, displaced by the Crawford Purchase of 1783 and the St. Regis and Oswegatchie purchases of 1784.

We stand in solidarity by recognizing the complicated relationship and acknowledging that the St. Lawrence Parks Commission continues to exist because of the ongoing dispossession and displacement of these lands' original peoples.

We acknowledge the continued presence and vibrance of these Nations as well as the growing, thriving communities of urban Indigenous Peoples.

We remain committed to learning — learning how to be better stewards of the land and water and how to be better neighbours. We commit to bettering our relationship with the area's original peoples by engaging in meaningful discussion with Indigenous communities, allowing ourselves to be vulnerable and to truly listen. We commit to thoroughly considering their recommendations.

St. Lawrence Parks Commission commits to keeping this land acknowledgment alive, updating our commitments as we move forward in the spirit of reconciliation, inclusion, and collaboration.

CORPORATE OVERVIEW

ABOUT

St. Lawrence Parks Commission (SLPC) is one of the largest tourism destinations in Eastern Ontario, extending 200 km from Kingston to near the Quebec border. Its facilities include thousands of acres of park land and attractions on the St. Lawrence Heritage Corridor that provide a major source of recreational opportunities for residents and visitors to the Eastern Ontario Gateway to Ontario. SLPC provides diverse experiences and draws more than 680,000 visitors every year with an estimated annual economic impact of more than $105 million.

Properties include:

- Upper Canada Village
- Fort Henry National Historic Site of Canada (and a UNESCO World Heritage Site)
- Kingston Pen Tours
- Crysler Park Marina

- Upper Canada Golf Course
- Upper Canada Migratory Bird Sanctuary
- 10 campgrounds, six beach day-use picnic areas, and
- Two scenic parkways: Long Sault Parkway and Thousand Islands Parkway
- Two third-party operated campgrounds: Charlottenburgh Park and Grenville Park
- One third-party operated aerial adventure park: Treetop Trekking 1000 Islands

These businesses are supported by the agency's central services, including Maintenance and Operations; Environment and Land Planning; Marketing, Communications and Guest Relations; and Corporate Services.

VISION

Tourism, recreation, heritage, and cultural experiences in Eastern Ontario are sustained, enjoyed and accessible today, tomorrow and for future generations.

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 Tourism, Culture and Gaming's (MTCG) 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 visitors to the region.

MISSION

The purpose of the St. Lawrence Parks Commission is to provide, preserve and advocate for our parks, our heritage assets and our environment through operations and partnerships that contribute to an exceptional guest experience and economic prosperity in the region.

LEGISLATIVE AUTHORITY, GOVERNANCE AND FUNDING

SLPC operates under the authority of the *St. Lawrence Parks Commission Act*, and reports to the provincial government through the Minister of Tourism, Culture and Gaming. The Board of Commissioners' governance responsibilities include overseeing SLPC's business affairs by making policy decisions and setting strategic direction; 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:

- Revenue collected at its attractions, retail outlets, and concessionaires;
- Transfer payments from the Province of Ontario; and,
- Agreements, donations, and sponsorships in support of its facilities and programming.

CORE PRINCIPLES, VALUES AND BELIEFS

SLPC's greatest future strength must be built upon leadership and motivated people, with Commissioners, staff and communities working together. The Commission is:

- Clear that the staff at SLPC are our number one asset and priority. Together, we will create a racially equitable and inclusive workplace in which all employees feel respected and treated fairly, where diversity is acknowledged and valued, communication is open and respectful, and there is a culture of empowerment and cooperation.
- Always working with our internal and external stakeholders to maximize resources that drive the collective impact of our efforts.
- Diligent about respecting and protecting the environment while promoting increased awareness and education to create a strong culture of environmental sustainability.
- Committed to the transparent, accountable, and sustainable management of our resources, self-generated and those provided by MTCG.
- Dedicated to the preservation of Eastern Ontario's unique heritage, natural and cultural assets.
- Proactively and conscientiously responsive to opportunities that strengthen tourism, recreation, education and experiences for the region's residents and visitors.

OBJECTIVES

- Develop and invest in employees and recognize them as the number one asset in the current and future success of SLPC.
- Expand and refresh infrastructure to meet current and future growth.
- Maintain inclusive and transparent relations within our organization, with our communities and with our guests.
- Promote and incorporate environmentally sustainable practices throughout SLPC.
- Improve SLPC'S overall financial performance through thoughtful, accountable and transparent progress towards operational self-sustainability.

ST. LAWRENCE PARKS COMMISSION BOARD OF COMMISSIONERS 2023/24

CHAIR:
Bob Runciman
Brockville
January 17, 2022 – January 16, 2025
2023/24 Remuneration: $2,475

VICE-CHAIR:
Bruce Wylie
Brockville
November 13, 2022 – November 12, 2025
2023/24 Remuneration: $2,975

COMMISSIONERS:

Evonne Delegarde
Iroquois
June 18, 2023 – June 17, 2026
2023/24 Remuneration: $2,700

Pierre Santoni
Mallorytown
March 7, 2024 – March 6, 2027
2023/24 Renumeration: $0

Guy Tondreau
Cornwall
June 28, 2023 – June 27, 2026
2023/24 Remuneration: $1,800

Nigel White
Maitland
December 10, 2023 – December 9, 2026
2023/24 Remuneration: $2,850

Ian Roberts
Brockville
January 11, 2024 – January 10, 2027
2023/24 Remuneration: $300

Walter Viner
Kingston
January 19, 2023 – January 18, 2026
2023/24 Remuneration: $1,200

Todd Lalonde
Cornwall
September 29, 2022 – September 28, 2025
2023/24 Remuneration: $450

Michael Bird
Brockville
March 4, 2022 – March 3, 2025
2023/24 Remuneration: $1,200

Anne Johnston
Elizabethtown
March 4, 2022 – March 3, 2025
2023/24 Remuneration: $1,650

SENIOR LEADERSHIP TEAM 2023/24

Hollee Kew, LLM, MBA, CPA
General Manager & CEO

Shannon Moulton (A)
Executive Assistant to the General Manager & CEO

Al Adibi, MBA, CPA
Chief Financial Officer

Geoff Waycik
Director, Historic Sites

Kathryn Lowe
Manager, Fort Henry National Historic Site of Canada

Tracey Ogilby
Manager, Upper Canada Village

Greg Gouthro (A)
Manager, Kingston Pen Tours

Tim Robins (A)
Director, Parks and Recreation

Stephan Parisien
Manager, Maintenance and Operations

Lyle Harper
Regional Parks Operations Manager

Tim Robins / Brad Speck (A)
Manager, Recreation & Leisure Facilities

Greg Faaren
Manager, Environment, Facilities and Capital Planning

SENIOR LEADERSHIP TEAM 2023/24

Drew Smith, CPA
Manager, Finance

William Wong
Manager, Information Technology

Shannon Moulton / Amanda Veltheim (A)
Manager, Human Resources

Krista Doyle
Director, Marketing, Communications & Guest Experience

Heather Kearney
Manager, Guest Relations and Corporate Communications

THE 2023/24 FISCAL YEAR

MESSAGE FROM THE CHAIR HON. BOB RUNCIMAN and GENERAL MANAGER & CEO HOLLEE KEW

After the flurry of the past few years with pandemic uncertainty, ~~sweeping public health measures~~, a gradual return to business as usual, followed by a post-pandemic boom with surging demand for recreational experiences, 2023/24 has seemed like a much more normal year. Normal, but not unremarkable.

It was the year St. Lawrence Parks Commission (SLPC) celebrated the 750,000th lifetime guest to Alight at Night during year 22 of its run. The first year we had two campgrounds (McLaren and Farran) surpass $1 million in revenue. And the year we scared up nearly $9 million in shoulder season economic impact in Eastern Ontario through three simultaneous Halloween-themed events at our historic site attractions.

Following three years of having to be highly reactive, 2023/24 was a notable year for celebratory achievements that are more than overcoming widespread challenges.

With fewer unexpected stimuli to react to, the team was able to devote more time to furthering the course we charted in our five-year strategic plan, *Strengthening Our Foundation for a Sustainable Future* (2021-2026) and achieving outcomes in five strategic areas: finance, infrastructure, community, environment, and human resources.

This plan's strategic direction and commitment to operating outstanding government tourism businesses, fostering visitation, local employment, economic growth and acting as caretakers of history has steered SLPC as an example of effective business operation/governance, while providing tourism, cultural, educational, and recreational opportunities in Eastern Ontario.

In 2023/24 we continued to make progress on our goal of thoughtful movement towards financial self-sustainability, setting SLPC up for a future that generates additional revenue within existing resources and more financial prosperity.

We are pursuing this goal through a combination of creating more revenue opportunities, finding efficiencies, and managing expenses. This year we built new campsites and upgraded existing ones and extended our camping seasons to increase revenue potential. We introduced a third fall event, offering both family-friendly and scary Halloween options to expand our reach. We focused on an investment strategy, earning nearly $757,000 in investment income.

This report details the $24.5 million in total revenue SLPC properties generated in 2023/24. SLPC has been steadily increasing its self-generated (non-transfer payment) income year-over-year, now at a level that exceeds 2019 pre-pandemic numbers and outperforms the previous year by $1.7 million or 7%. Over the past decade, our organization has significantly bolstered its financial sustainability. The proportion of self-generated revenue contributing to our total operating funds has climbed impressively from 55% to 71%. Furthermore, the fiscal year 2023/24 has been particularly positive, yielding a strong return on expenditure—every dollar invested produced 76 cents in revenue, a substantial improvement from the 53 cents generated just over ten years earlier. These figures are a testament to our enduring dedication to enhancing financial efficiency and ensuring steady growth.

Even in a relatively normal year, challenges still arose. Inflation and general economic pressures, more extreme weather and new smoke advisories affected all sites, while Upper Canada Village was particularly impacted by both the continued permanent power disruption and the suspended operation of its miniature train attraction. And whereas a return to normalcy helped historic sites' recovery, the busting of the pandemic boom in outdoor activity demand had the opposite effect on our parks and recreation sites.

Overall, we did not see the projected recovery from the pandemic we were hoping for, but produced favourable results and a promising trend, nonetheless.

Attendance at historic sites exceeded expectations and budgeted numbers for the core season, rebounding to 65% (Upper Canada Village), 87% (Fort Henry) and 135% (Kingston Pen Tours) of 2019/20 attendance numbers (pre-COVID). Campgrounds and beaches exceeded their revenue forecasts, generating $6.2 million in revenue and realizing a total profit of $2.7 million.

One major accomplishment of 2023/24 that stands out among many is the completion of a multi-year project to restore the beloved Brown's Bay Beach site along the Thousand Islands Parkway.

Like many of SLPC's 10 campgrounds and 6 day-use areas that were built in the 1950s and 60s, Brown's Bay, our oldest park, was operating with its original infrastructure which was well beyond its useful life and in need of replacement. The restoration made key infrastructure upgrades including new accessible, gender-neutral washrooms and changerooms, a new canteen, a reconstruction of a portion of the seawall, and a new and improved septic system.

This revitalized park will be a loved asset to the community, and a highlight for visitors to the area. It will also be a model for our infrastructure revitalization strategy to replace beyond-useful-life infrastructure across our properties as infrastructure underpins our operational performance and keeps us moving toward that greater self-sustainability.

It's at this time of the year, when we reflect on the year that has passed, that we can celebrate our successes and remember why we do what we do. For staff at SLPC it is always all about the smiles and the joy we see on the faces of families and friends as they spend time with us. It fills us with purpose as we help create memories for our guests that will last a lifetime. 2023/24 was a great year, but when you look at it this way, the best year, is always next year.

The Honourable
Bob Runciman, Chair,
St. Lawrence Parks Commission

Hollee Kew,
General Manager & CEO,
St. Lawrence Parks Commission

STRATEGIC PRIORITIES

SLPC's 5-year strategic plan and 10-year road map, *Strengthening Our Foundation for a Sustainable Future* (2021-2026), developed through a comprehensive and inclusive strategic planning exercise which engaged front-line staff, municipal and community partners, and SLPC's valued guests, serves as the Commission's foundational strategy. The principal objectives focus on investment in employees, addressing SLPC's aging infrastructure, cultivating community partnerships and environmental stewardship, and optimizing resources to move the organization into the future.

These strategic objectives set the overall direction for the Commission and the business and functional units use these strategic pillars as the framework for all their annual individual strategies and goals.

EMPLOYEE INVESTMENT

- Organizational culture
- Health and wellness
- Employee experience focus
- Human resources plan

INFRASTRUCTURE

- Revitalization
- Sewage and water connections
- Operational upgrades
- Technology improvements

CONNECT & COLLABORATE

- Community connections
- Land, cultural and historical stewardship
- Organizational cohesion
- Regional tourism leadership
- Board engagement

ENVIRONMENTAL SUSTAINABILITY

- Environmental plan
- Sustainable system implementation
- Environmental understanding
- Carbon footprint reduction

FINANCIAL SUSTAINABILITY

- Financial plan
- Invest in attractions and facilities
- New market development
- Funding optimization
- Continuous improvement

2023/24 GOVERNMENT DIRECTION

In addition to the strategic priorities and supporting pillars, SLPC is also guided by a letter of direction from the Minister of Tourism, Culture and Gaming (MTCG) to the SLPC Board Chair, outlining the Minister's broad expectations for the Commission with respect to service and performance priorities for the coming fiscal year.

These priorities and expectations serve as a reference point for the Commission's strategic planning framework and business goals.

In 2023/24 the Minister asked that SLPC focus on:

- **Competitiveness, Sustainability and Expenditure Management**, including identifying and pursuing, efficiencies, saving, opportunities for increased self-generated revenue, diversifying revenue streams, innovative practices, partnerships, long-term sustainability strategies and returning to and exceeding pre-pandemic levels of activity.
- **Transparency and Accountability**, including identifying appropriate skills, knowledge and experience needed to effectively support the board's role in agency governance and accountability, and responding to audit findings where applicable.
- **Risk Management**, including developing and implementing an effective process for the identification, assessment and mitigation of risks and emergency response.
- **Workforce Management**, including optimizing organizational capacity to support the best possible public service delivery, including redeploying resources to priority areas.
- **Diversity and Inclusion**, including adopting an inclusion engagement process to inform decision-making and promoting an equitable, inclusive, accessible, anti-racist and diverse workplace.
- **Data Collection**, including leveraging available or new data solutions to inform outcome-based reporting and improve service delivery.
- **Digital Delivery and Customer Service**, including exploring and implementing digitization for online service delivery and using a variety of approaches or tools to ensure service delivery in all situations.
- **Infrastructure management**, including developing an infrastructure modernization plan and enhancing long-term infrastructure planning through asset management.
- **Collaboration and Connection**, including collaborating with partners and communities to drive efficient innovation across all lines of business and sharing success stories with Ontarians.

2023/24 BUSINESS GOALS

Following strategic priorities and government direction, SLPC set the following business goals for 2023/24:

INCREASE SELF-SUFFICIENCY & SUSTAINABILITY

St. Lawrence Parks Commission is making thoughtful movement towards operational self-sufficiency and setting SLPC up for a future that generates additional revenue within existing resources and more financial prosperity. We are achieving this through two primary avenues:

GROWING REVENUE OPPORTUNITIES

- New and returning programs, services, and guest experiences at all attractions
- New charitable foundation to generate grant funding for capital projects
- New land trust to create lease revenue opportunities
- New funding opportunities and sponsorship offerings

CREATING OPERATIONAL EFFICIENCIES

- New capital project management team
- Third-party partnership expansion where appropriate
- Updated organizational structures to ensure right-sized coverage of all functions
- Responsive staffing plans to achieve more effective and flexible coverage
- Increased adoption of digital tools and automation
- Program reviews to separate value from waste
- Improved training programs

REVITALIZE INFRASTRUCTURE AND IMPROVE FACILITIES

Infrastructure is the foundation that enables quality visitor experiences. SLPC has a significant accumulation of aging and beyond useful life infrastructure. We are focused on revitalization of and new investment in infrastructure to support operations, ensure the health and safety of our sites and maximize positive guest experience.

We are achieving this by:

- Revitalizing all SLPC parks operating with original infrastructure
- Upgrading electrical infrastructure at Morrisburg campus
- Expanding and upgrading camping facilities
- Beginning construction on Mille Roches Beach revitalization
- Redesigning Riverside-Cedar Campground
- Connecting Long Sault Parkway campgrounds to municipal water and wastewater
- Connecting Morrisburg Campus to municipal water and wastewater
- Undergoing structural rehabilitation at Fort Henry in partnership with Parks Canada

STRENGTHEN OUR FOUNDATION FOR OPERATIONAL DISCIPLINE

Managing a multi-faceted, multi-facility tourism experience operation requires consistency. Guests should know what to expect when they visit, and that is supported through consistency in operational delivery and consistency in program administration. This is the foundation for operational discipline.

We are achieving this by:

- Developing standard operating procedures in every part of our business
- Documenting procedures for guests on how to participate in SLPC programs
- Recommending amendments and modernization of the *St. Lawrence Parks Commission Act* and Reg. 1023 to prioritize guest safety while creating better alignment with service delivery needs
- Implementing balanced scorecards (strategic performance management tools that help identify and improve internal operations to get desired outcomes) to provide consistent framework for decision-making

DELIVER EXCEPTIONAL GUEST EXPERIENCE

Exceptional guest experience contributes to repeat visitation and positive word of mouth, which is more effective than marketing.

SLPC is prioritizing guest experience by:

- Enhancing and documenting guest service standards
- Meeting and exceeding guest service standards
- Continuing to prioritize digital accessibility for guests
- Seeking and acting on guest feedback
- Optimizing Guest Relations agents' time to maximize guest service

CELEBRATE THE DIVERSITY OF OUR GUESTS AND MAKE THEM FEEL WELCOME

As tourist attractions, SLPC properties attract a diverse guest base from all over the province, country, and world. Part of delivering exceptional guest service is making all guests feel welcome. As the operator of a number of historical sites, SLPC has a responsibility to examine the narratives we tell about the past and address omissions driven by a colonial system.

SLPC will achieve this by:

- Continuing to implement the SLPC Anti-Racism Action Plan
- Providing ongoing cultural sensitivity and hidden bias training to staff
- Incorporating gender-neutral, barrier-free design into new facilities
- Implementing policies and processes to ensure fairness and equity to all guests
- Exploring opportunities to work with local Indigenous partners
- Developing new museum exhibits with Black and Indigenous communities
- Creating an event at Upper Canada Village celebrating local Indigenous communities
- Exploring additional ways to include former inmate voices in Kingston Pen Tours programming

2023/24 SIGNIFICANT FACTORS

In 2023/24 most business units continued to report trouble recruiting and retaining staff, though generally there was improvement over the previous year. These shortages can require operational and guest service compromises which affect service levels, program offerings and revenue potential.

The continued revitalization project at Brown's Bay Beach and Campground limited the 2023/24 revenue potential of this site. Camping did not open at all during the season and the day-use area opened in May as usual for weekends only and continued as weekends only until September, open seven days a week for only a couple of weeks in the fall. Throughout, the park operated with a reduced level of service as washrooms, changerooms and food service were not available.

From extreme weather in 2022/23 to smoke-filled skies in 2023/24 due to a devastating forest fire season, environmental factors continue to impact SLPC's largely outdoor venues and are being considered an increasingly significant factor to SLPC operations. In addition to several air quality advisories and fire bans, there were also a number of spring storms which impacted operations, guest experience, site availability, beach closures and revenue at campgrounds.

General economic pressures such as inflation, stagflation and continued interest rate increases dominated the 2023/24 year resulted in a reduction of disposable income, affecting SLPC attractions and other leisure activities. This may have led to the COVID outdoor activity demand bubble bursting, with all indications that the peak was 2022/23 and now demand is levelling back out to numbers more in line with those seen pre-pandemic.

Beyond useful-life infrastructure continues to be a significant risk factor, with septic system failures and maintaining drinking water systems also resulting in significantly increased operating costs for sewage operations, repairs, annual emergency pumping and meeting increased regulatory requirements. These maintenance costs are approximately $600,000 annually. Failing washrooms at Crysler Beach caused the beach to be closed for the majority of the season, limiting revenue potential there.

The permanent power disruption event at the Upper Canada Village site which occurred in Q4 of 2021/22 continued to be a significant factor for the entirety of 2023/24, to be resolved early in 2024/25. Most of the existing underground infrastructure was installed in 1959 and had an initial operational expectancy of 30-years. Replacing this infrastructure is a challenging undertaking. The costs of renting generators and supplying them with diesel fuel to power the site daily and maintain operations have been substantial, resulting in an additional $1.2 million of expenses for the fiscal year. Infrastructure Ontario is managing the project to replace the electrical infrastructure and at year-end, the design and build procurement had closed.

Another significant challenge arose from the derailment of the miniature train at Upper Canada Village in July 2022. The train remained out of operation for the entire 2023 main season, re-opening in December 2023, just in time for Alight at Night. This affected attendance and revenue through the main season and into shoulder season.

RESULTS: OPERATIONAL PERFORMANCE

2023/24 RESULTS OVERVIEW

A key over-arching theme in both SLPC's business goals and the 2023/24 government letter of direction is a focus on creating profit through efficiency, expense management and seeking opportunities for revenue generation. In 2023/24 SLPC:

- Focused on building the restaurant operation at the Golf Course which turned out to be the key contributor to revenue growing to nearly $200,000.
- Built on success of tournaments at Upper Canada Golf Course, hosting several large charity and corporate tournaments including CHEO fundraiser, Lactalis, South Stormont Charity fundraiser and Timothy Christian School, nearly doubling expected revenue.
- Extended camping seasons at Farran, Woodlands, Mille Roches, Upper Canada Migratory Bird resulting in an additional $144,000 in revenue.
- Added five new waterfront sites at Crysler Park Marina campground and extended camping to the end of October, delivering 15% of the marina's overall admissions revenue.
- Introduced new VIP area at Fort Henry YGK Craft Beerfest as an additional revenue stream.
- Brought back Fort Fright to Fort Henry after two-year hiatus and moved the new Kingston-area Pumpkinferno event to Kingston Pen Tours, creating three simultaneous fall events, spanning the region and offering both family-friendly and scary Halloween options. The three events attracted more than 77,000 guests and generated nearly $9 million in economic spinoff for local communities.
- Offered Express Tours on a daily basis at Kingston Pen Tours in 2024, allowing for a partner program with KPASS, where 48- and 72-hour ticket holders could take an Express Tour at Kingston Pen Tours.
- Developed a preliminary framework for the SLPC Foundation and Land Trust aimed at generating additional revenue sources and maximizing asset potential.
- Continued to implement investment strategies, earning $757,000 in investment income.
- Developed a password protected Travel Trade "Partner Portal" to easily share promotional content, information, and rates with hundreds of Travel Trade partners in a consistent and efficient manner, creating a foundation for high value group sales.
- Completed environmental studies and due diligence activities as a first phase to sell a land property located along Bath Road west of Kingston.

Both business planning and government direction for 2023/24 included a focus on infrastructure and infrastructure management. In 2023/24 SLPC:

- Established a capital projects management office, to oversee large capital projects providing focus and expertise to this critical function.
- Completed Brown's Bay construction of the new washroom/changeroom and outdoor shower facilities, raised beach and new seawall to positive public and staff feedback.
- Created more than two dozen new campsites at Upper Canada Migratory Bird Sanctuary and Brown's Bay in the offseason to operate in 2024 while also revitalizing 80 existing campsites, improving view and water access and adding terraced camping platforms.
- Achieved 90% completion on the planning and design work for Riverside Cedar Campground Rehabilitation
- Re-opened the Blue Heron Trail at Upper Canada Migratory Bird Sanctuary after a 10-year closure, following two years of work by SLPC staff and the Friends of the Sanctuary, including reconstruction and a highly profiled fundraising initiative to buy a personalized/ branded board for the boardwalk.
- Collaborated with Parks Canada on their $9 million heritage masonry rehabilitation project at Fort Henry to repoint deteriorated mortar and replace and repair damaged stones throughout the 2023 season and the off-season. Work will continue until 2026 to complete.
- Suspended off-season programming to accommodate Parks Canada's main entry bridge replacement project at Fort Henry.
- Initiated a condition assessment of all SLPC capital assets in collaboration with MTCG and Infrastructure Ontario which will continue into 2024/25.
- Moved detailed design and engineering for the municipal sewer and water connections along the Long Sault Parkway along to the 99% design stage. The due diligence work required to support a possible sale/transfer of the lands to the Township of South Stormont to offset connection costs are complete, with reports to follow.
- Replaced the septic system at Treetop Trekking 1000 Islands and completed planned electrical upgrades. These will support current operations as well as potential growth in the future.

Part of ensuring continued functional operations is building a solid foundation based on operational discipline. In 2023/24 SLPC:

- Created new operational/business tools, added more staff, and created better operational coverage and service delivery in campgrounds, garnering positive feedback from staff.
- Continued the documentation of corporate business processes, including multiple standard operating procedures and video tutorials, for internal staff.
- Developed an internal communications platform (using MS-SharePoint) to ensure equal information dissemination across the organization and a hub to house reference information such as standard operating procedures.
- Fully implemented the Records and Information Management compliance project with shared filing locations established, retention schedules, and record naming guidelines in place, as well as training and best practices in records keeping/sharing, and compliance assessments developed for ongoing maintenance.

To support the digital mandate from the Minister and enhanced customer service standards, as well as SLPC's own business goals of delivering guest service excellence, in 2023/24 SLPC:

- Published a new parks overview/comparison tool to help guests determine which campground was most suitable for the experience they were seeking.
- Offered one-on-one camping preparation appointments with Guest Relations staff, to help guests with both navigating the online booking system and preparing their top 5 campsites list so they could hit the ground running when reservations opened.
- Introduced a feedback mechanism to gather guest sentiment on appointment service.
- Earned a 4.4/5 average rating in guest satisfaction, likelihood to recommend the appointment service and likelihood to use the service again.

SLPC is committed to celebrating the diversity of our guests and making them feel welcome. In 2023/24 SLPC:

- Hosted the Prisoners of Age exhibit at Kingston Pen Tours, a series of photographs and interviews, providing guests with the opportunity to explore prison life from the inmate perspective of growing old within the corrections system.

- Worked with Black communities from across Eastern Ontario to create a new Black History Exhibit in Crysler Hall at Upper Canada Village with a soft opening in July. The exhibit tells the personal stories of Black people in the Stormont, Dundas, Glengarry, Leeds and Grenville counties in the 1860s.
- Ran a pilot project with local schools for Black History Month of educational programming around phase 1 of the Black History Exhibit in Crysler Hall. The schools attended at no charge providing feedback on the program to shape it and offer enrollment for February 2025. The current program has been developed in consultation with Black communities.
- Partnered with Akwesasne Travel to create an exhibit at Pumpkinferno showcasing the Smoke Dance, one of the most popular Haudenosaunee social dances. The exhibit featured a group of smoke dancers, as well as a water drummer, wearing traditional Haudenosaunee regalia, teaching guests about the traditional dance, regalia, and music of the neighbouring Mohawk community.
- Opened the new gender-neutral, barrier-free facility at Brown's Bay whose design will serve as template for future facilities at other locations.
- Initiated Rainbow Registration accreditation audit process at all SLPC historic sites. The audit process will generate recommendations for SLPC to implement for re-review in approximately two years. Once achieved successfully, the registration will communicate to guests that SLPC historic sites meet the standards which ensure visitors from 2SLGBTQIA+ communities feel safe, welcomed, and accepted.
- Partnered with the River Institute and the Mohawk Council of Akwesasne for the Great River Clean-Up in May of 2023, contributing more than $21,000 of funding to support the shoreline clean-up project.

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, capital reports, internally restricted reserve (IRR), and activity reports to evaluate financial performance versus budget for the period.

2023/24

Measure	2023/24 Budget[1]	2023/24 Result[1]
Total operating revenue (excluding TP[2])	16,750,737	17,412,000
Total operating expenditures (excluding TP[2])	23,246,634	24,072,000
Operating net income (including TP[2])	626,903	463,300
Kingston Pen Tours – total revenue	2,378,496	3,356,000
Kingston Pen Tours – total expenditures	1,851,336	2,756,000
Kingston Pen Tours – net income	527,160	600,000

1. Revenue above includes cost of goods sold.
2. "TP" is SLPC's operating transfer payment which had a budget and actual of $7,122,800.

The financial results for the fiscal year 2023/24:

- Includes an unexpected, one-time accrued expense amounting to $1.03 million. This expenditure pertains to the retroactive payment awards following the repeal of **Bill 124**. Please refer to Note 17 in the accompanying Financial Statements for further detail;
- Excludes a non-operating related $1.1 million expense related to **Asset Retirement Obligation** accretion and depreciation expenses.

ATTENDANCE

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

2023/24 Performance

Attraction	2023/24 Guest Activity Budget	2023/24 Guest Activity Result
Fort Henry (admissions/rentals)	90,568	82,961
Upper Canada Village (admissions/rentals)[1]	216,128	165,042
Parks (nights/admissions)[2]	184,814	148,982
Upper Canada Golf Course (rounds/rentals)	29,084	29,407
Kingston Pen Tours admissions	64,089	97,718
SLPC Total (excluding marina)	**584,683**	**524,110**
Crysler Park Marina (docked/stored linear ft. per day)	1,644,348	1,602,767
SLPC Total (including marina)	**2,229,031**	**2,126,877**

1. Upper Canada Village miniature train was not in operation during 2023-24 until Alight at Night at the end of the operating season.
2. The past year presented several unique challenges that impacted visitor numbers. Notably, air quality concerns stemming from regional forest fires necessitated a three-week fire ban, reducing wood sales and contributing to a decrease in site visits. Additionally, the aftermath of a severe storm extended site closures into June, further hindering visitor access during the clean-up process.

GUESTS

A key driver of an improved financial outcome is optimal guest satisfaction levels. This can be achieved through improved customer service standards, consistent monitoring of guest satisfaction levels and customer-centric decision-making regarding product offerings and marketing campaigns. SLPC has committed to undertaking the following actions to achieve those outcomes:

- Collecting data to track the usage of various guest relations channels.
- Increasing the use of social media as a guest care medium.
- Promoting and driving more self-serve booking capabilities.
- Using and optimizing digital tools to reduce general inquiries and drive to email for response.
- Implementing guest service standards for response timelines.
- Developing a guest feedback mechanism.
- Developing a complaint tracking system and an organization-wide policy to handle complaints and dispute resolution.

- Developing guest relations principles that can be shared with front-line staff across the organization.

Measurement	2023-24 Target	2024-25 Target	2025-26 Target	2025-26 Target	Type of Measure
Percentage of Guest Relations services initiated digitally	77%	85%	90%	90%	Outcome
Inbound call volume to email ratio	1 : 2.5	1 : 2.75	1 : 3	1 : 3.3	Outcome
Responses within guest service standard timelines	95%	100%	100%	100%	Output

2023/24 Performance

Measure	2023/24 Target
Percentage of Guest Relations services delivered digitally	77%*

2023/24 Results

In 2023/24, SLPC received 36,643 inquiries through Guest Relations via telephone (14,892 calls), email (10,687 contact forms and 8,829 emails) and appointment bookings (2,235).

During the 2022/23 year, SLPC collected data for these channels for the first time to establish a benchmark. With appointments booked through an online service, both appointments and email are counted as delivering services digitally. In the 2022/23 annual report, this benchmark was reported as 67% of Guest Relations services delivered digitally.

*However, in the preparation of this annual report, a discrepancy was discovered in the call service provider's reporting method that resulted in last year's reported call numbers being underreported. The reported number of calls was 11,554, but the true number of calls placed to Guest Relations was 15,974.

This new data changes the total number of guest inquiries placed to Guest Relations at 33,532 for 2022/23 and places the original benchmark at 52%.

In 2023/24 the team delivered services by email and by appointment 59% of the time, an improvement over 2022/23.

However, through the process of calculating these results, we have determined that this metric does not tell the full story and we will work to redefine this metric in the 2025/26 Business Plan.

Additionally, social media has been historically separate from the Guest Relations department. Recognizing the growing significance of this digital channel, social guest care began integrating with Guest Relations in 2024/25 and will be included in 2024/25's service delivery measurement.

One thing we would like to further incorporate is services that are truly delivered digitally, i.e., without a staff intervention. To this end, Guest Relations continues to lead the push for increasing self-serve booking capabilities.

This year we added golf membership sales as a self-serve online process and introduced a more digital process for seasonal boating reservations, which will move fully online next fiscal. This reduced the number of services not available to guests digitally by a further 8%.

Measure	2023/24 Target
Inbound call volume to email ratio	1 : 2.5*

2023/24 Results

In 2023/24, SLPC received 14,892 inbound calls and 19,516 emails (10,687 contact forms and 8,829 emails).

*As discussed above, a reporting discrepancy from the phone service provider has affected what was previously thought to be the benchmark. The reported number of calls was 11,554, but the true number of calls placed to Guest Relations was 15,974.

With 16,180 emails last year, this new data changes the original benchmark much closer to 1:1.

This year's numbers show some growth over last year with a ratio more around 1:1.09, however, in 2023/24 Guest Relations had significant staff turnover which led to extended periods of time with reduced call hours, including several weeks where there were outbound calls only.

Additionally, SLPC introduced a guest relations model that balances inbound and outbound calls in 2023/24. While that model provides a more individualized guest care approach, as well as operational efficiencies, this shift does affect the ability to accurately report on the reduction in inbound call volume year over year, since by the act of reducing the queue hours, the volume has been reduced.

This metric will also need to be redefined in the 2025/26 Business Plan.

Measure	2023/24 Target
Responses within guest service standard timelines	95%

2023/24 Results

In 2023/24 Guest Relations fell somewhat short of its customer service standard for incoming calls. The standard is to answer no less than 75% of incoming calls during inbound call hours and the percentage of incoming calls answered was 70%, which represents hitting the standard about 93% of the time.

Guests calling in did hear a recording providing them with "off ramps" to offer them another means to connect, including by email and by booking an appointment to have a Guest Relations agent call them back at their convenience.

The standard does specify that it applies under normal circumstances and, as noted above, Guest Relations had significant staff turnover in 2023/24. This left just one agent for an extended period of time, which had a significant impact on the ability to meet the standard.

Reporting on the 2023/24 performance for emails and appointment attendance continues to be challenging without these inputs being attached to any kind of customer service system. A couple of manual measurement methods were tested but proved inconsistent and/or inaccurate.

From post-appointment survey responses, we can see that approximately 10% of guests with appointments reported not receiving a call at their scheduled time. At 90% success, this does not meet the target of 95% for 2023/24. This service delivery was also impacted by the unexpected staff shortage. A number of these guests were offered email resolutions ahead of their scheduled appointment, but their feedback indicated they would have preferred the call. This has prompted a process change for 2024/25.

Despite the staff shortage we know that the same-day / next-day response was largely met, because emails unanswered remain in the inbox where they can be visually accounted for. There was an incident with contact forms not reaching the inbox that caused nearly 700 emails to go unanswered beyond the standard.

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 to support business priorities, as well as foster a culture that prioritizes health, safety and wellness, inclusivity and employee growth and development. SLPC will continue to track the following performance measures to that end:

2023/24 Performance

Measurement (Outcome- based)	2023-24 Target	2023-24 Actual
Participation rate in OPS Employee Experience Survey (regular service staff)	100%	34%
Employee Engagement Index	75-80	73
Target for hires into management positions from priority groups	30% of management vacancies	0% of management vacancies
Number of bilingual positions	22	20
Annually reported WDHP complaints	0-1	0
Annual incident rates (staff)	64	60
Annual incident rates (visitors)	22	34
FTE maintenance within cap (regular service count)	64	62

2023/24 Results

2023 FULL TIME EQUIVALENTS

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

SLPC STAFFING SUMMARY	2023/24	2022/23	2021/22
Regular Full-time	61	56	56
Regular Part-Time	1	1	1
Seasonal (averaging 5-6 months per year)	155	132	136
Fixed term, Group 1	70	52	18
Fixed term, Group 2	42	33	34
Student (averaging 4 months per year)	248	230	166
TOTAL SLPC STAFFING LEVELS	**577**	**504**	**411**

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

RESULTS: FINANCIAL PERFORMANCE

SLPC Operating Financial Performance	2023/24 Budget	2023/24 Actual	2022/23 Actual	2021/22 Actual
Revenue incl. cost of goods sold	16,750,737	17,412,000	15,704,000	11,795,000
Expenses	23,246,634	24,072,000	20,540,000	15,349,000
Net income before Transfer Payment	**(6,495,900)**	**(6,659,500)**	**(4,836,000)**	**(3,554,000)**
Transfer Payment	7,122,800	7,122,800	7,122,800	7,122,800
Net income after Transfer Payment	**626,900**	**463,300**	**2,287,000**	**3,569,000**

- Please note the above includes Kingston Pen Tours.
- The financial results for the fiscal year 2023/24:
    - Incorporated an unexpected, one-time accrued expense amounting to $1.03 million. This expenditure pertains to the retroactive payment awards following the repeal of **Bill 124**. Please refer to Note 17 in the accompanying Financial Statements for further detail.
    - Excludes a non-operating related $1.1 million expense related to **Asset Retirement Obligation** accretion and depreciation expenses.

OPERATING BUDGET AND PERFORMANCE

During the fiscal year, SLPC received a consistent provincial government operating grant of $7,122,800 from the Ministry of Tourism, Culture, and Gaming (MTCG), aligning with the previous year. Moreover, an additional $177,000 was secured through the Student Experience Program to support student wages.

Disregarding the transfer payment of $7,122,800, SLPC achieved a revenue milestone of $17,412,000, marking a significant growth of $1,708,000 or 11% over the prior year. This commendable financial performance is largely due to a notable rise in attendance and the adoption of effective pricing strategies that resonated well with our customer base.

This year, our financials reflect a total expenditure of $24,072,000. This represents an increase of $3,532,000, or 17%, over the previous fiscal year. A significant factor in this rise is the $3,122,000 increment in salaries and benefits, which correlates with our return to a nearly full staff complement. Additionally, the repeal of Bill 124 necessitated retroactive payment awards, contributing $1,029,000 to the overall increase in salaries and benefits expenses. These figures underscore our commitment to providing competitive compensation and maintaining a robust workforce.

As a result, the unrestricted net operational income was $463,000, which is a downturn of $1,824,000 or 80% from the preceding year. Despite this downturn and the unforeseen $1,029,000 expense due to Bill 124 repeal, SLPC narrowly missed its 2023/24 financial target by $164,000. Excluding this unforeseen expense, SLPC would have surpassed its budget by $865,000 or 138%, an exceptional fiscal accomplishment that highlights SLPC's resilience, adept financial stewardship, and ability to successfully navigate fiscal challenges through strategic approaches.

ASSET CONDITION

SLPC's capital asset portfolio includes numerous items that have surpassed their anticipated useful life, currently holding a net book value of zero. This indicates that while these assets are still operational, they have been fully depreciated. To address this, SLPC is initiating an Asset Replacement Strategy within the framework of its Long-term Capital Plan. The objective of this strategy is to enhance the net book value and reduce the average age of the assets, ensuring a modernized and efficient asset base. The following table delineates the condition of SLPC's assets as of March 31, 2024, with values represented in thousands:

Asset category	Cost (in thousands)	Accumulated Amortization (in thousands)	2024 Net Book Value (in thousands)	2023 Net Book Value (in thousands)
Buildings and other structures	$21,284	$8,234	$13,050	$13,680
Landhold improvements	18,037	7,454	10,583	9,557
Exhibits	7,414	7,247	167	217
Machinery, equipment, and tools	5,679	4,835	844	843
Vehicles	6,720	5,942	778	953
Computer systems and licences	3,805	3,489	316	284
Office furniture and equipment	1,996	1,833	163	145
Structures	16,038	9,259	6,779	6,821
Construction in progress	9,474	-	9,474	5,735
Total	**$90,447**	**$48,293**	**$42,154**	**$38,235**

INVESTMENT IN CAPITAL PROJECTS: ENHANCING SLPC'S ASSETS

SLPC oversees 7,000 acres of land spanning a 200 km stretch from Kingston to the Quebec border along the St. Lawrence River corridor. Our operations encompass three major historic attractions, 10 campgrounds, 6 beaches, the 37 km Thousand Islands Parkway with its multi-use recreational trail, the 11 km Long Sault Parkway, a bird sanctuary, an 18-hole championship golf course, a marina, an eco-adventure course, and numerous gift and retail stores.

SLPC relies on an annual capital grant from the Province to address a substantial number of projects necessary for the continued operation of our sites. However, it’s crucial to recognize that many of SLPC’s assets have exceeded their expected lifespan, resulting in a funding shortfall to meet all requirements. Despite this challenge, SLPC diligently maintains its assets within the available resources.

The aging infrastructure has led to a growing list of deferred capital maintenance projects. These critical initiatives include revitalizing aging septic systems and washrooms, restoring beaches and seawalls, improving major electrical infrastructure, enhancing rural attraction internet connectivity, maintaining roadways, rehabilitating forestry areas, and caring for docks.

According to data from the Ministry’s asset management information system, a significant balance of deferred capital maintenance currently exists. This highlights the ongoing need for investment to address the project backlog and ensure the long-term sustainability and functionality of SLPC’s assets. SLPC is currently working with the Ministry and Infrastructure Ontario to update its asset condition data.

SLPC remains committed to managing and prioritizing these deferred capital projects while actively seeking additional funding opportunities. Our goal is to enhance the guest experience, preserve our natural and cultural heritage, and sustain the value of SLPC’s assets for future generations.

In the fiscal year 2023/24, the SLPC secured essential funding to address high-priority capital projects. These initiatives were critical for maintaining health and safety, complying with regulations, replacing failing infrastructure, and supporting ongoing operations and economic generation.

In addition to routine capital maintenance tasks—such as plumbing, electrical work, heating, cooling, and equipment replacement—SLPC embarked on several significant capital projects during the 2023/24 period. These multifaceted initiatives aimed to enhance our facilities, preserve heritage, and elevate guest experiences.

Notable among these projects were:

- **Brown’s Bay Beach Revitalization:** A pivotal project involving construction of a modern washroom and canteen facility, seawall restoration, and new septic system installation. These enhancements aimed to provide guests with a renewed and enjoyable beach experience. We celebrated our grand re-opening in June 2024.
- **Septic/Water/Washroom Revitalization:** Focused efforts on septic and drinking water systems including connection to municipal services, washrooms, and other critical infrastructure.
- **Morrisburg Campus Electrical Repair and Replacement:** Ensuring a reliable power supply.
- **Upper Canada Village Miniature Train Track Repairs:** To maintain the functionality and safety of the miniature train.

- **IT Network Enhancements:** Improving connectivity and technology infrastructure.
- **Heritage Restoration at Fort Henry:** Safeguarding historical assets.

Our commitment extends beyond functionality—we strive to preserve the historical significance and natural beauty of our locations while enhancing amenities and services for all visitors. SLPC collaborates with Infrastructure Ontario to efficiently manage and deliver major capital projects, benefiting from their expertise in project management.

INTERNALLY RESTRICTED RESERVE (IRR)

In 2011/12, SLPC and MTCG jointly established an IRR through a one-time, $2.5 million grant from MTCG. The IRR serves as an investment fund that drives sustainable growth and reduces reliance on government funding for SLPC. It is funded internally through unrestricted net income and is utilized for new or expanded programs, enhancements to guest experience, and initiatives aimed at generating cost savings.

The SLPC Board of Commissioners has established clear guidelines for the IRR. Projects seeking funding from the IRR must meet one of the following specific criteria:

1. **Variable Contribution Margin:** Projects should generate a yearly variable contribution margin of at least 50%.
2. **Recurring Cost Savings:** Initiatives must achieve recurring cost saving of at least 25%.
3. **Lending Mechanism (Seed Funding):** For SLPC projects that don't qualify under the above criteria (1 and 2), the lending mechanism, repayment, and proposal details, including borrowing terms, timeframe, conditions, and risk assessment, must be reasonable and supported by all relevant parties.

SLPC receives an annual operating transfer payment for regular business operations, as well as a separate transfer payment for capital infrastructure projects related to health and safety, legislative and code compliance, and asset integrity. However, these transfer payments cannot be allocated towards the development of new events, programs, or proactive initiatives aimed at reducing costs. The IRR investment bridges this gap, allowing SLPC to strategically allocate funds where needed positioning SLPC for success.

Since its inception in 2011/12, SLPC's unrestricted net income from operations has channeled $24.8 million to the IRR and over $17.1 million has been re-invested in projects such as:

- **Long Sault Parkway Waterfront Campsite Repairs and Upgrades:** Aimed to increase guest satisfaction and provide more in-demand offerings.
- **Pumpkinferno:** A critically acclaimed fall event attracting more than 45,000 guests at Upper Canada Village and 22,000 at Kingston Pen Tours annually generating approximately $872,000 in revenue at Upper Canada Village and $460,000 in revenue at Kingston Pen Tours for the IRR.
- **Camper Cabins:** These cabins yield more than $335,000 in annual revenue.

- **Full-service Campground Upgrades:** Enhancements that generate more than $320,000 in annual revenue.
- **Electrical Efficiency Upgrades:** Resulting in an estimated annual cost savings of $50,000.

The IRR remains a cornerstone of SLPC's financial strategy, ensuring long-term sustainability and fostering excellence in tourism experiences.

SLPC is currently managing several exciting projects funded through the IRR. These initiatives encompass a wide range of areas, including:

- **Brown's Bay Beach Revitalization:** Final phases of this project are underway, enhancing the beach experience for visitors.
- **Parks and Recreation Roofed Accommodations Expansion:** SLPC is expanding its roofed accommodations to meet growing demand.
- **Riverside Cedar Campground Upgrades:** Design improvements are being developed for the campground to enhance camper facilities and guest experience.
- **SLPC Foundation Development:** Researching the viability of an arms-length foundation to support SLPC's mission, similar to what other MTCG Agencies and government organizations have accomplished.
- **Campgrounds and Beaches Development:** Investing in our natural assets.
- **Point-of-Sales System Implementation:** Modernizing sales processes for better efficiency and enhanced guest offerings.

Over the years, SLPC has made significant strides in revenue generation by leveraging the IRR. From $7.7 million in 2011/12, revenue (excluding transfer payments) has surged to $17.4 million in 2023/24—an impressive 126% increase. Furthermore, in 2011/12, SLPC generated $0.53 in revenue for every dollar of expense. Fast forward to 2023/24, and that figure has risen to $0.76. This dramatic improvement is line with SLPC's commitment towards financial sustainability.

The COVID-19 pandemic posed challenges for the tourism industry, impacting SLPC's expense-to-revenue ratio. However, SLPC not only weathered the storm but has also far exceeded pre-pandemic revenue levels. The organization's strategic planning positions it for continued success. SLPC remains agile, capitalizing on emerging trends and guest preferences. As we move forward with the organization's unwavering determination to deliver on its mission, SLPC will continue to ensure a bright future and solidify its leadership in the tourism sector.

MANAGEMENT'S RESPONSIBILITY FOR ANNUAL REPORTING

SLPC management 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 SLPC Board 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 Tourism, Culture and Gaming 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 without the presence of management to discuss their audit and findings as to the integrity of the Commission's financial reporting.

Hollee Kew, LLM, MBA, CPA
General Manager & CEO
St. Lawrence Parks Commission

Al Adibi, MBA, CPA
Chief Financial Officer
St. Lawrence Parks Commission