

100 YEARS

PARKWOOD

National Historic Site

1917-2017

The Parkwood Foundation
2022 Budget and Business Plan

Prepared for: The City of Oshawa

October 2021

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The Parkwood Foundation would like to extend our utmost appreciation to the City of Oshawa for continuing to support this treasured National Historic Site with ongoing annual operating grants. This document outlines our accomplishments from the past year and our upcoming plans for 2022. Just as it has been for everyone, 2021 continued to be a difficult and uncertain year for Parkwood. Our goal as it was last year, was to continue to find ways to pivot and adapt our plans depending on government lockdowns and restrictions, to support the community, provide access to our grounds, and drive revenue. It was critical to us that we found ways to keep our grounds accessible to the community for their amazing mental health benefits, a place where people could escape the realities of COVID-19 for a few hours.

As our lead benefactor, the City of Oshawa is demonstrating its commitment to the legacy of R.S. McLaughlin. We are requesting continued support in the amount of a \$325,000 operating grant for 2022.

Vision and Mission Statement

The purpose of The Parkwood Foundation is to preserve the Parkwood Estate, and to operate this national historic site as a museum and heritage garden for the education and enjoyment of all Canadians and visitors, and to foster an understanding and appreciation of Parkwood's architectural and landscape architectural features, its collection of art and furniture, and of the life, times and accomplishments of R. S. McLaughlin one of Canada's foremost industrialists and philanthropists.

Service Description and Client Identification

Parkwood National Historic Site and Gardens exists to celebrate the social history of the 20th century and is primarily a Museum and Tourism entity, open to the public to fulfill social, cultural, and educational objectives for our community and beyond.

2021 Accomplishments

Continuing to build upon the new strategic focus created in early 2017 that called for focused change that would be robust, engaging and contain a strong focus to make an ongoing contribution to Oshawa and Durham Region as a vital social, economic, and cultural force, 2020 saw the continued roll out of these pillars, even if they had to be altered dramatically to be compliant and safe during COVID-19. It was our hope to have a new strategic plan in place in 2021, but we decided it was important that the planning process be completed when we could all be in the same room together. It is our hope and plan that we can begin this

*Parkwood exists to celebrate the social history of the 20th century. These Strategic Pillars have been established by the Board of Directors to support and advance our Vision and Mission; and to guide the Board in its governance role and management in strategic and operational planning. These will also serve as our **Agency Objectives:***

- #1. Uphold a model of excellence in Board Governance*
- #2. Invest in preserving and enhancing the estate and gardens*
- #3. Build and strengthen a sustainable revenue generating infrastructure*
- #4. Effectively brand, promote, and communicate Parkwood's mandate to all stakeholders*
- #5. Promote and provide a first class experience for staff, volunteers, and customers*

#6. Wherever possible, ensure proper access for all persons to Parkwood.

Recommendation #1: adopt a best practices board governance model

With all of the desired committees in place along with Terms of Reference for each Committee, which are compliant with our by-laws, we began to look at the make up each committee. Our plan was to ensure we were well-rounded, well supported by a mixture of Board and non-board members, and wherever possible showed diversity and inclusion.

Current Committees:

- Finance Committee
- HR Committee
- Marketing & Communications Committee
- Physical, Plant & Property (PPP) Committee

Working from the recently completed Board Matrix completed in 2020 we continued our strategic search to identify potential candidates with the needed skill sets, areas of expertise, focus and connections. We were in the planning stages for a Board strategic planning session for early mid March 2020, which had to be postponed due to COVID. We had hoped to tackle this in 2021, but felt we needed to do this in person, and our first in person board meeting in almost 2 years is scheduled for October 2021. I am happy to say that we have scheduled our strategic planning session for January 2022.

Recommendation #2: improve and modernize business operations

Parkwood continues to look at ways to improve and modernize operations and despite all the challenges that COVID-19 presented. Here is a snapshot of some of the things we accomplished:

- **Online Ticketing System:** After much investigation and research in 2020, we found a fantastic program (FareHarbor) that allows our guests to purchase tickets for tours online through our website and social media. We are extremely happy with this partnership, and so in 2021 we migrated all of our events to FareHarbor as well and guests have been very happy with this new process.
- **POS System:** In 2020 we were able to migrate to a new POS system for our Gift Shop and create a new online store presence. Throughout 2021 we continued to tweak and evolve the POS system and the online store, since both were gaining traction.
- Our new **HR Committee** continued to host regular meetings and 2021 saw the completion of this overhaul in the form of an **HR Manual** that resulted in new policies and procedures that follow industry best practices and ensure compliance with ESA (Employment Standards Act) and all other applicable laws. An RFP was sent out for a new benefits broker and I am happy to say the transition to this new broker has been completed and we are quite happy with the new program, its benefits and cost savings. This Committee consists of the Executive Director, staff representatives, Board members and several HR experts from local companies. This is a key focus for Parkwood

in 2022 to ensure we have transparency and responsiveness for all the members of our team.

- After a successful RFP process we began a large project **to upgrade our computer and network systems**. It has not been done in many years and daily work is now being impacted. Step one involved updating several of the staff computers, upgrading our server, with a back up to the cloud, and a formalized plan for upgraded cables and networking for 2022.
- Our PPP Committee has developed a long range **Master Capital Plan** that prioritizes and sequences key investments in capital projects and assets as well as projected maintenance. This is an organic document, fluid in nature and will evolve and develop further as we begin to utilize it on an ongoing basis. This plan has been instrumental in keeping us focused on the deferred maintenance and ongoing maintenance needs of Parkwood. Some highlights of the 2021 Projects:
 - **New flat roofs on 5 of our buildings**
 - **New downspouts, eavestrough and flashing on the Tea House, the Summer House, the Carriage House and select areas of the mansion and the Gardener's Lodge.**
 - **Renovation of our public bathroom space**
 - **Greenhouse maintenance on some of the glass panels and clips**
 - **Chiller Maintenance (new seals)**
 - **Newly painted lines in the parking lot**
 - **Staining of the Adelaide & Golf Street Fences**
 - **Removal of unhealthy bushes that flank the exit from the mansion onto the south lawn. New bushes will be planted in 2022**
 - **Working with the Durham Master Gardeners and the Oshawa Garden Club, continued restoration of the large tennis court gardens, back to their historic intent and plantings**
 - **Backflow preventers to be installed in late October 2021**
 - **Formal Garden Irrigation installed**
 - **Ongoing masonry work around the grounds**

Recommendation #3: Expand on existing and implement new earned revenue opportunities

Parkwood Studios continued to be busy despite the challenges of the pandemic. In 2021 we welcomed Star Trek, Hotel Paranormal, Disney and as a reoccurring location for the new Dan Brown, The Lost Symbol television show, we saw this crew visit Parkwood 5 times this year. Later in 2021 Parkwood is excited to be working with Rogers television on a 5 part television show about Parkwood.

The brand new specialty **Parkwood in the Movies, Specialty Tour** that we were going to launch in October 2020 was postponed to October 2021. This goal of this specialty tour is to bring an audience to Parkwood that might not normally visit, and translate them into fans of the Estate.

Weddings and photography continued to be a difficult area to navigate with all the COVID ever changing restrictions, however we were able to see a great deal of success with small ceremonies and photo passes outside on the grounds.

Parkwood Conference & Event Services. During the shut down, we pulled together our ad-hoc Arbour & Carriage House Development Committee whose goal is to strategize and work on the conversion of the Carriage House into a **Visitor's Centre** showcase the connection of the family to GM Canada. This will also include the transition of our current **arbour** (located on the South Lawn) into a new enclosed space that will continue to suit the needs of the Durham College Horticultural program, and corporate booking requests.

Parkwood Tourism & Programming Once again this year we found ourselves disappointed in the inability to introduce our extensive line up of exciting programs and events for our guests, however, after the learnings of 2020 we were able and prepared to pivot, evolve and change many of our events as the restrictions changed. We saw a tremendous amount of success with our Tea House and outdoor events this summer which allowed guests to feel safe and continued to allow us to provide a first class experience, continue to drive revenue and keep up our relevance with the community. To our delight many of our outdoor programs sold out and guests had a wonderful time. Events like our annual Golf Tournament, Maker's Market on the South Lawn, Whiskey Tasking, Paint Night in the Gardens, Spring and Fall Planter Workshops, String Art in the Gardens, Teddy Bear, Date Night and Gourmet Picnics were a great success. In fact the Tea House was so popular this summer that once July rolled around we were fully booked until the end of the summer season.

Inclusiveness & Accessibility: To ensure Parkwood is more **inclusive and accessible** we had scheduled a series of meetings with a consulting firm in early 2020 to determine ways in which we can make Parkwood more accessible to those with physical challenges, language barriers, and much more. We have had to push those meetings into 2022, and are excited to be able to address some of our accessibility challenges. (barrier accessibility, a tour in sign language on an iPad for those with hearing challenges. tours in several languages, etc) In the interim we have been working with Accessibility Canada on a series of trainings for our team to become more aware of accessibility challenges.

- We completed two separate projects that showcase Parkwood in exciting new lights. We now have captured the entire mansion in a 3D format which is now on our website and we spent time with a conglomeration of companies who have come together to do complete drone footage combined with ground laser scanning. We are incredibly excited to see the finished project which should be complete before the end of 2022
- In 2022, we hope to find enough funding to develop an app for our gardens to tell the amazing story of the historic grounds in a way that would be accessible to all visitors with historic photos, images and stories.
- We created a tour script for those with hearing challenges.

Recommendation #4: Effectively rebrand, promote and communicate Parkwood's mandate to all stakeholders

As we celebrated our milestone Centennial from Sept. 2017-2018, we were proud to roll out our 100th anniversary logo. This new logo informed our Centennial collateral materials, and was used as the starting point for our 2019 rebranding campaign.

- In January of 2020 the Board of Directors underwent a strategy session with a Marketing firm that was working with us to better understand our **new brand identity** which included who we are, who we want to be, and how we should market and speak to our potential visitors and how we want our brand to feel.
- During the shut-down we moved onto stage 2 of this process, and sent out RPF's to several local marketing firms for three projects; the creation of a **new logo, the creation of a new tagline and a rewrite of our website copy/images** to be more in line with our new brand identity/feel. The results arrived in the spring of 2021, however it was not what the Board expected. We realized that this large leap into a different direction needed more time and discussion, so we took a breath, took a step back and in October will host an in-person board meeting where we will review all of the brand identity highlights, to ensure we are all on the same page. Then we can take the next step forward around our new logo. Sometimes you have to step back to step forward! We are hoping for a roll out of our new logo in 2022.
- We continued investing in **Search Engine Optimization (SEO) Audit** to ensure that Parkwood is front and centre on all social media platforms internally through Facebook, Instagram, Google Business, etc. and that our business information on over 30 external sites (google business, Yelp, etc.) is always accurate and up-to-date. This project will also endeavour to ensure we are found when individuals search for key information online (weddings, venue rentals, museums, historic homes, gardens, city of Oshawa, etc.)
- In 2021/2022 the focus for the Marketing Committee will continue to be:
 - the creation of a more strategic approach to address advertising campaigns and to drive traffic to the museum which will include specialty tours, the Tea House Restaurant, museum tours, programming and fundraising events.
 - The continued implementation of SEO and investing in SEM, and possibly Google Search Ads if we can secure a google grant.
 - The creation of metrics by which we can measure the success of these campaigns to ensure we are investing appropriately and seeing positive results.
 - A development and adoption of our new logo
 - Updated signage on the property
 - The continued implementation and roll out of our updated brand personality

- Unfortunately our summer youth volunteer days had to be postponed however we will welcome them back in 2022!

Recommendation #5: create a disciplined Philanthropy Office & more sustainable events/revenue streams:

In 2021, we continued to strengthen our sustainability by hosting several successful events, which were designed to generate revenue, appeal to a variety of interests and demographics, drive sponsorship, and provide historical content to participants.

Sustainability is vital to a successful future for Parkwood and more time and effort will continue to be dedicated to addressing this area (philanthropy, individual giving, earned revenue and a solid plan for foundation grants) in 2022. Unfortunately we lost both of our special event coordinators in the summer, so this fall we will have a focus on hiring a new fundraising team.

Capital Projects

Our PPP Committee has been hard at work gathering quotes and identifying areas within Parkwood that need to be updated and/or restored. Investing in our asset through infrastructure and long deferred maintenance is an important next step to ensure that we are a place that individuals want to visit, in addition to ensuring the estate is well maintained. To that end we completed the following tasks:

- Continued repair and painting of the historic green rod iron fence along Simcoe Street. It is our goal to have the fence panels to the north of the main gates completed by the end of 2021. Moving into 2022-2024 we will complete the remaining panels.
- Conservation of the Japanese Print that originally hung in the Breakfast Room. We are thrilled to have it back onsite hanging in the Breakfast Room.
- Conservation of 2 of the large family portraits that hang in the Dining Room.
- Removal and rebuild of the Parkwood Court fence originally built by the Gay Company. We had hoped to have this completed by summer 2020 but with the lack of lumber it has been pushed into spring 2022.
- Removal and rebuild of the Gardener's Lodge fence. We had hoped to have this completed by summer 2020 but with the lack of lumber it has been pushed into spring 2022.
- Breaking Ground on the Arbour Build
- Repairs to the Pool and ceiling in the Pool Room
- Ongoing painting on the property.

SWOT Analysis

Strengths	<ul style="list-style-type: none"> • Exceptional historic resources to meet educational and tourism mandates • Unique space for event and program offerings • Source of community pride • Support of community leaders & City Council • Dedication of staff (as evidenced by long-service) • Ability to attract volunteers for a multitude of positions • Exposure & expertise to engage with museum & historic site, horticulture, education and tourism sectors • Growing status among peers • Seasoned leadership expertise • Prime space for movie filming, weddings & corporate events • Geographically accessible • The story of who we are is steeped in community history • Central location, bus availability • Understanding by the staff and Board for the need to invest in our infrastructure/asset • Strong connections with Durham College • Successful Tea House
Weaknesses	<ul style="list-style-type: none"> • Historic resources are undervalued • Low awareness by the public • Staff resources (especially in development & marketing) • Outdated branding • Operating and capital challenges not well-understood, particularly the higher costs and standards required of heritage preservation and presentation • Insufficient financial resources – operating, capital • Operations over-reliant on rental revenues, which can be unpredictable and demanding • Not interactive, static exhibits • Lack of awareness among younger generation • 2nd floor not wheelchair accessible & overall accessibility in certain areas • Parts of the Museum are “tired” and need TLC • Language translation and lack of digital tours
Opportunities	<ul style="list-style-type: none"> • Continued provincial and regional investment in tourism • New education/heritage & horticultural connections may help increase awareness, support and partnership opportunities, and help increase audience diversity • Virtual museum presence and webinars on social media • Partnership opportunities with other local organizations

	<ul style="list-style-type: none"> • Social media allows for the opportunity to reach a different audience and provide opportunities for deeper engagement • Stronger visitor experience • Stronger number of guests at The Lodge • Opportunities for an App for the gardens and parts of the mansion • The creation of a space in our Carriage House to introduce the connection to GM, hosting some McLaughlin Buicks • Applications for use of technology to engage visitors on a different level
<p>Threats</p>	<ul style="list-style-type: none"> • Deferral of capital reinvestment (further estimated projects about \$ 2 million) • Core activities (museum functions: research, education & interpretation, public programming, collections care and collections management) are not-well supported, so losing competitive position • Relevance (museum may be seen as old or stuffy)

Agency Objective 1	Uphold a Model of Excellence in Board Governance			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	Oshawa Strategic Plan, Our Focus, Our Future			
	<i>Economic Prosperity and Financial Stewardship</i> <i>Cultural Vitality</i> <i>Accountable Leadership (responsiveness, transparency)</i> Arts, Culture and Heritage Plan, Culture Counts <i>Build a Strong, Vital and Connected Arts, Culture and Heritage Sector</i>			
Strategies	1. Report against the 2017-2019 Strategic Plan and embark on a strategic planning process for 2022 which will include the development of a new strategic plan 2. Complete the Financial Policy and Procedures Manual (put on hold in 2021 as our Finance person spent extra time on CEWS, CERS, etc) 3. Continue to identify new board members to fill gaps in the Board Matrix with a focus on diversity and inclusion 4. Establish a Security Committee 5. Update IT systems and investigate internet options for the mansion and grounds			
Responsibility	Board of Directors and Executive Director			
Supporting Partners	Staff Input, Finance Committee, Strategic Planning Committee, Security Lead			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
Complete phase two of the strategic planning process (scheduled for January 2022)	Q1 2022	Strategic Planning Session booked – Session #2 Work with Facilitator to ensure we have a solid agenda for the session	Date is set for the session Agenda established	Q1 2022 Q1 2022
Revise & Update financial policies & procedures	Q4 2022	Financial policies are about 75%% completed	Financial Policies & Procedures Approved by Finance Committee & Board of Directors All staff and Board will have a solid understanding of the new financial policies and procedures	Q4 2022

Identify potential new board members to fill gaps in our Board Matrix, with a focus on diversity and inclusion	Q1/2 2022	Update the current Board Matrix with the addition of new board members in 2022	Matrix approved by the Executive Committee	Q1 2022
Establish a Security Committee	Q3 2022	Research and source new avenues to identify potential Board members with required skill sets	Meet with Altruvest, Board Source, local organizations	Q2 2022
		Identify an external individual to help lead our new Security Committee	Meet with DRPS to discuss	Q2 2022
		Committee established to review and establish security policies and procedures that unify with industry best practices	Security Policies & Procedures reviewed and approved by the Board	Q3 2022
	Q3 2022		Improved understanding of safety procedures and security policies by staff and volunteers. All staff will complete a security review to ensure they understand the policies	Q3 2022 100% pass rate
Update IT systems and investigate internet options	Q1 2022	Research internet options	Faster, reliable internet secured (including new cabling in the mansion and the grounds)	Q3 2022
New Resource Requirements (if any)				
<i>Funding for Strategic Planning Facilitator, DRPS volunteer, job description updated for Security Coordinator, IT support. OPUC for telecom</i>				

Outcomes/Benefits Per Objective
<i>A strong and transparent governance model that includes financial, HR and security systems that will support the overall achievement of Parkwood's business plan to increase profile, compliance with all guidelines, secure ongoing funding and ensure Parkwood processes are above reproach.</i>

Agency Objective 2	<i>Invest in preserving and enhancing the estate and gardens</i>			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	<p><i>Oshawa Strategic Plan, Our Focus, Our Future</i></p> <p><i>Economic Prosperity and Financial Stewardship</i></p> <p><i>Cultural Vitality</i></p> <p><i>Social Equity</i></p> <p><i>Environmental Responsibility</i></p> <p><i>Arts, Culture and Heritage Plan, Culture Counts</i></p> <p><i>Create Vibrant Places and Spaces</i></p> <p><i>Provide Access and Promote Inclusion in Oshawa's Cultural Life</i></p> <p><i>Grow Culture-Led Economic Development</i></p> <p><i>Ensure an inclusive, healthy and safe community</i></p>			
Strategies	<ol style="list-style-type: none"> <i>1. Continue to develop & refine a long-range master capital plan that prioritizes and sequences key investments in capital projects and assets.</i> <i>2. Continue to conserve the Simcoe Street Rod Iron Fence</i> <i>3. Continue to work on the new Arbour Build near the South Lawn</i> <i>4. Remove and replace South Lawn Mansion Garden using proper historic plantings</i> <i>5. Completion of restoration of historic north fence and Gardener's Lodge fence</i> 			
Responsibility	<i>Executive Director, Staff and Physical Plant and Planning Committee of the Board</i>			
Supporting Partners	<i>Building trades, specialized heritage facility professionals, community and corporate donors/sponsors/grantors, Staff input, Executive Director, Grounds Foreman, Durham Master Gardeners, Oshawa Garden Club</i>			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
Develop and refine the long range master Capital Plan that prioritizes and sequences key investments in	Q1 2022	Updated plan prepared by staff and presented to the Physical Plant and Planning Committee for review,	Master Capital Plan and priorities approved for next 2 years	Q1 2022

<p>capital projects and assets.</p>		<p>discussion, and to establish priorities</p> <p>Template created to manage the capital plan priorities and tasks to be updated and reviewed by Physical Plant and Planning Committee</p>	<p>Ensure the estate and grounds remain in excellent condition for another century by identifying and completing capital projects/deferred maintenance each year</p>	<p>3 Capital Projects from the Master List completed by Q4 2022</p>
<p>Remove and conserve 3 more panels of the Simcoe Street rod iron fence</p>	<p>Q2 2022</p>	<p>Send out RFP to local blacksmiths to ensure we have the best pricing</p>	<p>RFP's reviewed compared to scope of work, PPP Committee selects the successful company to complete the work</p>	<p>Q1 2022</p>
<p>Once the plan has been received by BBA, begin the creation and timeline for the scope of work on the Arbour rebuild.</p>	<p>Q1 2022</p>	<p>Review Scope of Work with Arbour Committee to create next steps plan</p>	<p>PPP approves the scope of work and resulting timelines.</p>	<p>Q2 2022</p>
			<p>1000 tulips planted</p>	<p>Q3 2022</p>
<p>Complete the Removal & replacement south lawn mansion gardens to be historically appropriate and in accordance with our Master Landscape Plan</p>	<p>Q2/3 2022</p>	<p>Continue to work with the Durham College students to remove and replace all these shrubs, and gardens.</p>	<p>New garden completed (removal of existing plants, replacing with new plants)</p>	<p>Q2/3 2022</p>

<p>Completion of restoration of historic north fence and Gardener's Lodge fence, assuming special lumber is once again available</p>	<p>Q3 2022</p>	<p>Continue to work with Havery Landscaping</p>	<p>Installation of north fence and Gardener's Lodge fence</p>	<p>Q3 2022</p>
<p style="text-align: center;">New Resource Requirements (if any)</p>				
<p><i>Durham College Horticulture Program, Oshawa Garden Club, Specialized machinery, cranes, BBA, local blacksmith and, funding for removal and replacement of gardens, Havery Landscaping</i></p>				
<p style="text-align: center;">Outcomes/Benefits Per Objective</p>				
<p><i>Revitalized estate will attract more tourism visitors, TV/film production, and weddings/corporate functions. It will also ensure Parkwood infrastructure is appropriate and well managed. .New roofs will continue to ensure the safety and protection of our assets.</i></p>				

Agency Objective 3	Build and strengthen a sustainable revenue generating infrastructure			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	<p>Oshawa Strategic Plan, Our Focus, Our Future</p> <p><i>Economic Prosperity and Financial Stewardship</i></p> <p><i>Cultural Vitality</i></p> <p><i>Social Equity</i></p> <p><i>Environmental Responsibility</i></p> <p><i>Accountable Leadership</i></p> <p>Arts, Culture and Heritage Plan, Culture Counts</p> <p><i>Grow Culture-Led Economic Development</i></p> <p><i>Broaden and Evolve the City's Role in Arts, Culture and Heritage</i></p> <p><i>Build a Strong, Vital and Connected Arts, Culture and Heritage Sector</i></p> <p><i>Create Vibrant Places and Spaces</i></p>			
Strategies	<p><i>Maximize revenue opportunities and determine new and sustainable sources of revenue opportunities via tourism and programming, weddings, conferences, events and film production.</i></p> <ol style="list-style-type: none"> <i>1. Foundation database to support grant writing</i> <i>2. Create diverse series of events to drive visitors to Parkwood</i> <i>3. Continue to strengthen relationships with Location Managers for filming</i> <i>4. "Lookbook" event for local photographer as a way to increase bookings</i> <i>5. Complete training for Special Events Coordinator</i> 			
Responsibility	<i>Executive Director</i>			
Supporting Partners	<i>City of Oshawa, Region of Durham, Ontario Film/TV Marketing, Wedding industry, Tourism Ontario, Board of Directors, Wedding Agency</i>			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
Parkwood Tourism & Programming				
Foundation database to support grant writing	Q2/3	Research online grant programs	Decision on program and purchase	Program learned and integrated
		Create Case for Support	Case for Support Completed and vetted through AFP	Q2 2022
Diverse Event Plan	Q1	Brainstorming session to create diverse plan of events (large, small, different interests) to continue momentum	Percent increase in number of events	20%

Continue to strengthen relationships with Location Scouts & Region of Durham Film Office	Ongoing	to drive visitors to Parkwood. Attend quarterly meetings at the Region	Percent increase in revenue from events Number of film tours Parkwood will participate in	20% 2 - FAM Tour and Fannibals Tour
Host a "Lookbook" event for local photographers	Ongoing	Planning for this event will take place in Q2	Increase in photography bookings year over year	20%
Complete training for new Special Events Coordinator.	Q1 2021	Special Events Coordinator meets all requirements in probationary period.	Probationary period is completed	Q3 2021
New Resource Requirements (if any)				
<i>KRE Wedding Planners, Graphic Designer, Marketing Committee, Community Photography Support, Events Committee, Shopify, Region of Durham, Location Managers, Ontario Creates, Ajah or Big Online</i>				
Outcomes/Benefits Per Objective				
<i>An increased sustainable revenue base will allow for more investment in Parkwood and thereby enhancing heritage/tourism opportunities for programming which are all designed to advance our mandate.</i>				

Agency Objective 4	Effectively brand, promote and communicate Parkwood's mandate to all stakeholders			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	<p><i>Oshawa Strategic Plan, Our Focus, Our Future</i></p> <p><i>Economic Prosperity and Financial Stewardship</i></p> <p><i>Cultural Vitality</i></p> <p><i>Social Equity</i></p> <p><i>Accountable Leadership</i></p> <p><i>Arts, Culture and Heritage Plan, Culture Counts</i></p> <p><i>Increase and Strengthen Communication within and about the Arts, Culture and Heritage Sector</i></p> <p><i>Create Vibrant Places and Spaces</i></p>			
Strategies	<ol style="list-style-type: none"> 1. Create new logo, tagline, mission & vision statement 2. Create updated collateral materials reflecting new look and feel of branding 3. Develop strategy for revised social media strategies 4. Create strategic 3 year advertising campaign 			
Responsibility	<i>Executive Director, Staff, Marketing Committee</i>			
Supporting Partners				
Actions Per Strategy	Timing	Status	Performance Indicator	Target
Rollout new logo, tagline, mission & vision statement	Q2 2022	Marketing Committee to develop plan to roll out new branding materials approved by the Board	New Brand personality introduced to the community and all board and staff understand the new brand personality	Q2 2021
Create updated collateral materials reflecting new look and feel of branding	Ongoing	Collateral pieces and signage to be updated to new branding and sequence of which ones to take on this year have been identified	Parkwood has a cohesive and professional look	Q3 and ongoing
Research & develop social media strategy	Q2/3 2022	Research and develop best practices for social media strategies	Completed social media strategy approved by Marketing Committee and understood by all staff	Q2/3 2022

Working with the Marketing Company, begin the process of preparing a 3 year cohesive advertising campaign based on information they provide.	Q4 2022	Board sessions with Marketing Company scheduled.	Advertising Plan approved by the Board Percent increase in awareness and visitor bookings year over year	Q4 2022 20%
New Resource Requirements (if any)				
<i>Contracted services of a Marketing Company/Graphic Designer/Web Hosting Provider, Marketing Company, Board of Directors, Capstone Students</i>				
Outcomes/Benefits Per Objective				
<i>Updated, professional and cohesive look will help to ensure Parkwood is a respected brand that is relevant and appealing to tourism sector and visitors, which translates to more revenue. In addition, the ability to have better accessibility on our website will open up Parkwood to more online visitors with accessibility challenges. Increased engagement with on-line visitors will also be an important outcome.</i>				

Agency Objective 5	Promote and provide a first class experience for staff, volunteers, and customers			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	<p><i>Oshawa Strategic Plan, Our Focus, Our Future</i></p> <p><i>Economic Prosperity and Financial Stewardship</i></p> <p><i>Cultural Vitality</i></p> <p><i>Social Equity</i></p> <p><i>Accountable Leadership</i></p> <p><i>Arts, Culture and Heritage Plan, Culture Counts</i></p> <p><i>Build a Strong, Vital and Connected Arts, Culture and Heritage Sector</i></p> <p><i>Create Vibrant Places and Spaces</i></p>			
Strategies	<ol style="list-style-type: none"> 1. Roll out the plan to enhance the staff, volunteer, and customer experience. 2. Develop an app for the Garden Tours 3. Continued and evolving COVID training 			
Responsibility	<i>Executive Director, Staff & Volunteer Committee</i>			
Supporting Partners				
Actions Per Strategy	Timing	Status	Performance Indicator	Target
Roll out the plan created in 2020 to enhance the staff, volunteer, and customer experience...	Q1/2/3 2022	<p>Create to update the customer service and accessibility training sessions</p> <p>Learn, research and deploy the Visitor Mapping Journey at Parkwood.</p> <p>4th annual brainstorming session with the staff and volunteer representatives to determine list of ideas</p>	<p>All staff trained in new customer service and accessibility best practices</p> <p>Staff to walk through the Visitor Mapping Journey at Parkwood to find ways to enhance the Visitor Experience</p> <p>Number of new ideas approved by the Board for implementation in 2022</p>	<p>Everyone attends two meetings</p> <p>20 new ideas j</p> <p>6-8</p>

<p>Develop Garden Book in multiple languages to enhance the garden tour experience</p> <p>Continue to evolve COVID protocols for Parkwood to ensue staff and guests feel comfortable and safe</p>	<p>Q2 2021</p> <p>All year</p>	<p>to enhance the visitor experience</p> <p>Continue to update COVID re-opening and daily intertaction module.</p>	<p>Book (free to sign out) is available to all guests, in over 10 languages</p> <p>Weekly staff meetings</p> <p>Ongoing conversations with other orgs and museums to find most current best practices.</p> <p>COVID training with a all new hires and month reminders at staff meetings</p>	<p>Q2 2022</p> <p>All year</p> <p>Ongoing</p> <p>Ongoing</p>
New Resource Requirements (if any)				
<p><i>Facilitator (External) App Developer, Graphic Designer, Language Translaters,, Public Health Ontario & Durham, City of Oshawa, Gov't of Ontario, Federal Government, Accessibility Canada</i></p>				
Outcomes/Benefits Per Objective				
<p><i>Long-term engaged staff, volunteers, and customers who are eager to make Parkwood a success providing a first class experience to everyone who comes through the gates. More word of mouth and a high level reputation.</i></p>				

Agency Objective 6	Accessibility & Inclusion			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	<i>Oshawa Strategic Plan, Our Focus, Our Future</i>			
	<i>Cultural Vitality</i>			
Strategies	<i>Social Equity</i>			
	<i>Arts, Culture and Heritage Plan, Culture Counts</i>			
	Build a Strong, Vital and Connected Arts, Culture and Heritage Sector			
	Create Vibrant Places and Spaces			
Responsibility	Provide Access and Promote Inclusion in Oshawa's Cultural Life			
	<ol style="list-style-type: none"> 1. <i>Create Tour on iPad for those with hearing challenges</i> 2. <i>Meet with Consultants to determine how we can be more accessible</i> 3. <i>Create opportunities for more volunteer engagement that supports accessibility and inclusion</i> 			
Supporting Partners	Executive Director, Curator			
Supporting Partners	CDCD, Culturally Diverse Board Matching Agencies, Local Cultural Organizations			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
Create tour on iPad for those with hearing challenges	Q1 2021	Meet with the local organization to provide a tour in sign language	Percent increase in visitors with hearing/vision challenges	10%
		Create a tour booklet for those who are hard of hearing.	Reported level of satisfaction from visitors with hearing/vision challenges	100% satisfaction
Meet with Consultants to determine how Parkwood can be more accessible.	Q2/3 2021	Consultant identified	Report received from Consultant (Accessibility Canada)	Implement 3 suggested changes

Create opportunities for volunteer engagement that supports accessibility and inclusion	Ongoing	Annual Meeting with Volunteers Committee to discuss cultural sensitivities and awareness with a guest speaker from Accessibility Canada and CDCD	Number of diversity and inclusion training sessions for staff and volunteers	1 session in 2022
	Q1 2022	Post upcoming Committee and Board positions on Board Member training sites to find and have a more culturally diverse board	Percent increase in diversity on our Board and/or Volunteer Committees	25% increase in diversity
New Resource Requirements (if any)				
<i>Support from Organization focused on supporting those with hearing challenges / CDCD, Software Developer, Accessibility Consultant, Altruvest, Canadian Centre for Philanthropy</i>				
Outcomes/Benefits Per Objective				
<i>Stronger accessibility and inclusion can only help to create a stronger Parkwood as we move forward into the next century of our existence</i>				

Resource Requirements

The 2022 budget projects a deficit of \$30,000. This is based on the premise that Parkwood will continue to need additional staffing hours to meet the needs of how we operate in a pandemic. It is our goal to offset this with increased and creative ways to fundraise.

2022 Operating Budget

**The Corporation of the City of Oshawa
2022 Operating Budget
Parkwood Foundation**

Description	2021 Projected Actuals	2021 Approved Budget	2022 Proposed Budget	2022-2021 Variance \$'s	2022-2021 Variance %
Personnel Costs	771,265	684,000	740,000	56,000	8.2
Program and Office Supplies	76,235	82,000	80,000	(2,000)	(2.4)
Professional Services	152,564	160,000	160,000	-	-
Maintenance and Repairs	312,649	150,000	150,000	-	-
Canadian Emergency Wage Subsidy	(148,365)	-	-	-	-
Agency Generated Revenue	(814,000)	(700,000)	(775,000)	(75,000)	10.7
City of Oshawa Grants	(325,000)	(325,000)	(325,000)	-	-
Total Parkwood Foundation	25,348	51,000	30,000	(21,000)	(41.2)

Variance Explanations:

2021 Variance Explanations:

- **Personnel Cost:** These costs were higher than budget for two reasons. The realities of COVID-19 meant we needed to have more staff on site to ensure appropriate cleaning was completed and we had a few more guides to do provide smaller numbers of guests on each tour to ensure everyone remained safe. The Canada Summer Jobs program changed their guidelines from what they originally told u, so we had to pay out of pocket for 4 weeks for 6 students.
- **Professional Services:** This amount is slightly lower than anticipated due to the amazing work of our finance consultant. He was able to ensure the auditors had everything they needed in terms of the government subsidy programs related to COVID so the audit was slightly less than what we had budgeted.
- **Maintenance and Repairs:** As a result of a good revenue year in 2020 we had committed and signed contracts to use the excess revenue to continue to invest in the asset by completing some deferred maintenance. (With COVID it was a struggle financially to complete the projects and it meant removing funds from our small investment account) Some of the projects completed included:
 - New flat roofs on 5 of our buildings
 - New downspouts, eavestrough and flashing on the Tea House, the Summer House, the Carriage House and select areas of the mansion and the Gardener's Lodge.
 - Renovation of our public bathroom space
 - Greenhouse maintenance on some of the glass panels and clips
 - Chiller Maintenance (new seals)

- Newly painted lines in the parking lot
 - Staining of the Adelaide & Golf Street Fences
 - Removal of unhealthy bushes that flank the exit from the mansion onto the south lawn. New bushes will be planted in 2022
 - Working with the Durham Master Gardeners and the Oshawa Garden Club, continued restoration of the large tennis court gardens, back to their historic intent and plantings
 - Additional tables, chairs and umbrellas to increase capacity at the Tea House
 - Formal Garden Irrigation installed
 - Ongoing masonry work around the grounds
- **Agency Generated Revenue:** Increase in revenue was due to increased filming activity over what we had projected.

2022 Variance Explanations

- **Personnel Cost:** We anticipated similar staffing needs in 2022 as we did with 2021 since we will still be coming out of COVID. (smaller tour groups needing more guides, enhanced cleaning, more hours due to filming requirements)
- **Program and Office Supplies:** Continued programming for the public, and artefact conservation is a priority for 2022. We are focusing increased attention on artefact conservation in the coming year.
- **Professional Services:** we expect these costs to remain similar to what they were in 2021.
- **Maintenance and Repairs:** This is cost for general maintenance, repairs, horticulture supplies, and stays fairly consistent year to year. If we notice an increase in our revenues than we will work on more conservation, preservation and deferred maintenance projects for the protection of the estate and grounds, and the safety of our guests.
- **Agency Generated Revenue:** We are being a bit optimistic on our revenue forecast, but that is because we have spent time during the shut down setting up ways to be successful if there is another shut down. (online store, virtual events) While we understand COVID may wreak havoc on revenues we are committed to pushing forward and doing whatever we can to continue to drive traffic, have guests at reimagined events, support filming, etc) Once again will understand this may be optimistic and we will be watching this line item very carefully.

2022 Objectives & Conclusion

I imagine that 2022 will see continued challenges and hiccups will occur for everyone as we hopefully begin to find our way into our new normal, living daily alongside the COVID-19 virus. I imagine the way we do business will still be different, some new ways will emerge, some old ways will disappear and some ways will be tweaked! To say that forecasting for 2022 is challenging is a bit of an understatement as we continue to live in such uncertain times. No matter what the year brings, we will use this time to continue to pivot and evolve as an organization to ensure we continue to create foundational building blocks, enhance the visitor experience and create sustainable revenue streams to support the Estate and grounds. Despite our “new normal” the entire team at Parkwood is very excited about the future, and our continued focus on transparency, awareness, sustainability and inclusiveness.

Our plans for 2022 are cautious, as we see what the pandemic brings us in the new year. We will begin by introducing our new brand personality to the community, along with the creation and implementation of a strong marketing and awareness campaign. We will continue to place a strong focus on finding better and relevant ways to be sustainable so we are prepared when we emerge from this pandemic, and as always, we will continue on our path to provide an excellent and elevated visitor experience, finding ways to be a central hub for the community. This will include a detailed accessibility plan upon which we will continue to build, online bookings, tours in various languages, dialogues around more accessibility and inclusion, and connections with outside agencies. Similar to other museums, we will begin to mount exhibitions that will inspire people to visit more than once each year, as we will deliver the promise of experiencing something new each time. We hope to create a school program that will tie our programming into existing history curriculum, and we will work to build and continue to strengthen relationships with Retirement Homes and Bus Tours to create memorable day trips, for when these are possible again.

All of the above will be complemented by our other key revenue streams; Parkwood Weddings, Parkwood Studios, and Parkwood Conference & Event Services. Parkwood’s objectives, will build upon the Board’s Strategic Pillars for growth and our new Strategic Plan, which tie into the City of Oshawa’s Strategic Plan 2020-2023, *Our Focus, Our Future* and the Oshawa Arts, Culture & Heritage Plan, *Culture Counts*.

Contact Information

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The Corporation of the City of Oshawa

2022 Operating Budget

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