

100 YEARS

PARKWOOD
National Historic Site
1917-2017

The Parkwood Foundation
2023 Budget and Business Plan

Prepared for: The City of Oshawa
October 2022



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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 2023. Just as it has been for everyone, 2022 continued to be a difficult and uncertain year for Parkwood. Our goal as it has been for the past few years, was to continue to find ways to pivot and adapt our plans depending on the public's comfort levels and Covid related restrictions, to support the community, provide access to our grounds, and drive revenue. It was critical to us that we continued to ensure our grounds were accessible to the community for their amazing mental health benefits, a place where people could escape the realities of COVID-19, or life in general 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 2023.

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.

Internal Positioning Statement

Parkwood Estate is THE destination for unique experience seekers. It is an immersive and enchanting marvel for the entire family. Parkwood believes every guest should leave experientially satiated by its exclusive combination of distinctive events and dining, lush magnificence, meticulously preserved heritage, curated tours, and prolific Canadian auto baron history. Parkwood is a memory worth revisiting.

Tagline

Experience Extraordinary

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.

2022 Accomplishments

In late March the Parkwood Board of Directors met for a weekend strategic planning session. With the help of an external facilitator, a new 5-year strategic plan that has a strong focus on continuing community impact, visitor engagement, an enhanced team experience, continuous improvement and financial sustainability was drafted. This new plan continues to support change that is robust, engaging and contains a strong focus on continuing to support Oshawa and Durham Region as a vital social,

economic, and cultural force. We still have some work to complete on this plan in terms of metrics and prioritizing actions, which we will have in place at the end of 2022 setting us up to move forward for 2023.

*For the remainder of 2022 Parkwood continued to work under our previous strategic plan and the objectives that had previously been identified. 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 also served 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 practice board governance model

With all of our desired committees firmly established 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. With the terms of office completed for several of our Board members, our focus turned to recruiting new Board members. Working from the recently completed Board Matrix we continued our strategic search to identify potential candidates with the needed skill sets, areas of expertise, focus and connections, that would ensure that our Board remained well-rounded, representative of our community and the need for diversity and inclusion.

Recommendation #2: Improve and modernize business operations

Parkwood continued to look at opportunities to improve and modernize operations. In 2022 here are some of the objectives we accomplished.

- **Board Portal:** After much investigation and research, we found a fantastic and economical program (Boardable) that is an easy-to-use platform to bring Boards and their Committees together, with easy access to data, reports, and necessary information to ensure members can easily prepare, engage and take action on upcoming issues, discussions and meetings. This has been very well received by our Board and has streamlined time and efficiency.
 - **Open Table:** In order to ensure that guests visiting the Tea House had the best experience, we created a partnership with Open Table, a system that allows for online reservations, reservations reminders and ease of communications with guests who have made bookings. It was very popular with our guests and definitely streamlined the booking process.
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- Our new **HR Committee** continued to host regular meetings and in 2022 we completed the in-depth presentation of our newly updated HR Manual to our teams. It contains in new policies and procedures that follow industry best practices and ensure compliance with ESA (Employment Standards Act) and all other applicable laws.

In 2022 we undertook a daunting project that included a complete HR review of our employee management and compensation. We hosted discussions with each employee to review and update every job description, an intensive salary review for each position as it compared to other organizations, and the approval of industry appropriate salary bands for each position. To close off this project we updated and presented new Letters of Employment to each team member that were signed off on, and to ensure full transparency presented our findings and updates to the team as a whole.

- After a successful RFP process, we began a large project to upgrade our computer and network systems. We completed the first part of the project in 2021 by updating to a new server with a back-up to the cloud, and in 2022 a network of new cables was run, allowing us to upgraded to high speed internet for most buildings on the property.
 - Work began on a draft version of a Financial Policy & Procedure Manual. A draft version was completed, pulling all of our existing policies into place after reviewing and updating them. This was put on hold after the sudden departure of our Finance Consultant but will be completed in 2023 when our new Financial Consultant has time to get up to speed.
 - Our PPP Committee took a deep look into the projects that have been completed after the past few years, and completed an overhaul of our 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 continue to utilize it on an ongoing basis. This plan has been instrumental in keeping us focused on completing deferred maintenance and the ongoing maintenance needs of Parkwood. Some highlights of the 2022 Projects:
 - Extra support in the garden for needed root feeding, mulch, tree pruning, etc.
 - Painting maintenance in the house
 - Updating much of our grounds equipment to electric
 - Additional lighting in the parking lot and the greenhouses
 - Chiller maintenance and repair
 - Rebuild green fence that faces Parkwood Court, built in compliance with historic practices
 - Rebuild fence around the Lodge that faces Parkwood Court, built in compliance with historic practices
 - New bushes planted on the south lawn terrace that replaced the unhealthy bushes that were removed in 2021.
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- Working with the Durham Master Gardeners and the Oshawa Garden Club, we continued the restoration of the large tennis court gardens back to their historic intent and plantings
- Installation of two historic 180-foot garden beds that flank the formal garden fountain. These were originally part of property, but were removed in the early 1980's
- Two Backflow preventers installed
- Formal Garden Irrigation system project completed
- Continued masonry work around the grounds
- New floor and cash desk to enhance the experience of visitors in our Gift Shop
- New gate in the pool area to ensure a better view for those with accessibility needs
- Leather care project to help conserve all of the leather artefacts in the house
- Conservation of 5 of the family portraits that hang in the Dining Room
- RFP for Arbour Project
- Insulation on chilled water supply/return water pipes
- Repair soffit, fascia and tiles on roof areas where animals have caused damage
- 2 new fridges with counter space in Tea House for better efficiency, along with the addition of 9 more tables, chairs and umbrellas.

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

Parkwood Studios The start of the year was slower than past years as a result of the film productions wanting to take advantage of the Hamilton tax credits. Although very much beyond our control, with quick and strong responses to the needs of the film community, we were able to secure several productions. In 2022 we welcomed 9 productions, that spent 62 days onsite in Oshawa, with approximately 579 film staff in attendance.

- In the Dark
- HGTV- Hoarder House Flippers with Kiki & Ryan Carr
- Gotham Knights
- Two Dogs & a Wedding
- Indigo Commercial
- Grey
- True Lies II
- J.P Morgan (life and times)
- Graceland

Building on the amazing success of our First annual **Parkwood in the Movies, Specialty Tour**, we planned our 2nd annual tour in October of 2022. It was very another overwhelming success as a sold-out specialty tour. This goal of this tour is celebrate the pop culture of filming at

Parkwood and to bring an audience that might not have previously visited, and translate them into fans of the Estate.

Recently we received some feedback from Justin Cutler, the Ontario Film Commissioner at Ontario Creates.

- Parkwood Estate is included in every digital locations package which showcases Ontario's most unique and important filming locations
- Parkwood Estate is the most popular Durham location in the Ontario Film Commission Locations database.
- Parkwood Estate is the 29th most popular location in our entire locations database, of over 11,800 files, showcasing all our locations in Ontario
- Parkwood Estate has been used regularly for location filming for over 25 years with crews always citing a positive experience
- Practices and procedures of Parkwood Estate have been studied by other locations looking for the best way to interact with the film industry
- Parkwood Estate staff are amongst the most learned, accessible and well-respected in the province, and are often called upon for their expertise.

Weddings and photography Partly due to catching up from the years of lockdown in COVID and partly due to a change in trends to smaller and more intimate weddings, Parkwood was a popular destination of choice for ceremonies and photography. In an effort to drive more traffic to Parkwood (and the city) we held a Photographer's Open House focusing on photographers outside of the Durham Region. Over 42 companies attended, 39 of whom were from Toronto and surrounding communities. I believe combined with an increased profile on social media, and word of mouth was a large part of the reason why our photo passes and ceremonies increased so substantially.

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 showcasing the connection of the family to GM Canada. This will begin with the development of a new building in our Rose Garden, area whose focus will be revenue and rentals for Parkwood. This space will tell the untold story of the horses, jockeys and barns of Parkwood Stables.

Parkwood Tourism & Programming With the lifting of restrictions a few months earlier, Parkwood was ready with an extensive line up of exciting programs and events for our guests. Anticipating some uncertainty from the public about being indoors, we offered a mix of indoor and outdoor events, along with virtual events, so guests could choose to feel safe in whatever manner worked best for them. Our goal was to provide a first-class experience, drive revenue and keep up our relevance as a hub within the community. With over 82 workshops and 3

marquis events, we were delighted to see so many guests on the property, including numerous new visitors from the Toronto and surrounding regions. Whether it was a golf tournament, Celebration Sunday Afternoon Tea, Wine & Chocolate, String Art, Paint Night in the Formal Garden, Mother's Day or Christmas teas in the mansion, picnics on the lawn, Fall planter workshops, or a cooking in the kitchen event, there was a reason for everyone to visit Parkwood multiple times!

As we brainstormed outdoor event possibilities we decided to enter into the realm of Outdoor Vendor Markets, which turned out to be an outstanding success. In order to understand how success these markets were in terms of drawing people to the region, we counted each guest that visited the market. In the Fall of 2021 we had over 1,300 visitors, the Spring of 2022 saw over 2,500 visitors and the Fall of 2022 had over 3,200 visitors on site. In addition to raising funds and exposure for Parkwood, our goal was to provide a platform for local makers to display and sell their products while enhancing awareness for their small business. In the Fall of 2022 we had over 50+ vendors, 6 mobile vendors, and 10 young vendors (ages 8-16)

Community Partnerships

Parkwood continued to participate on quarterly calls with local ED's in the Oshawa community looking at new ways to partner and support one another.

In partnership with the Oshawa Museum, we hosted an event at Union Cemetary to tell the stories of the men and women buried in the Soldiers' plots.

In partnership with Branch 43 of the Royal Canadian Legion and the Commonwealth War Graves Commission, Parkwood assumed the role of observing the condition and preserving the soldiers' headstones and plots at Union Cemetary. The plots and headstones were gifted to the Veterans by George & R.S. McLaughlin.

In partnership with the Automotive Museum's 3rd Thursday Talk, Parkwood's Curator supported and was the guest speaker on their talk about the death of R.S. McLaughlin.

Dieppe 80 commemorative program commemorated the 80th anniversary of the Dieppe Raid with local theatre groups, taking place at Parkwood.

Specialty Tours

We achieved our goal of offering 7 specialty tours, with a different one being offered every other month. This goal of these tours is to tell our stories, and also provide multiple opportunities for guests to visit over and over again.

We are proud to say that even though the public is still wary of indoor spaces and we are still feeling some of the effects of COVID, our visitor on tours increased by 104% over 2019 pre-pandemic levels!

- Parkwood Behind the Scenes, Movie Tours
- Basement Tours
- Servants Tours
- Christmas Tours
- Greenhouse Tours
- Private Spaces Tours
- Garden Tours

Tea House

The Tea House continued to be an exceptionally popular destination once again this summer.

Between 2020 and 2022, we increased visitors at the Tea House by an astounding 183%

At the start of the season we added 9 additional tables, and two summer students that acted as Ambassadors for the Tea House, Parkwood and the City of Oshawa. Their role was to support and greet guests, ensure the Tea House experience was exceptional, share information on Parkwood with the hopes we could secure ancillary business through tours or Gift Shop sales, and since many of the guests were new to the region, share with them other great things that they could do while in Oshawa.

In total the Tea House served over 10,000 guests this summer! To support the demand, the Tea House stayed open late on Thursday & Friday nights in the summer, and extended into the fall, opening from Wednesday – Sunday during the month of September. (normally it closes after Labour Day weekend)

Inclusiveness & Accessibility: To ensure Parkwood is more inclusive and accessible we had scheduled a series of meetings with a consulting firm in early 2021 to determine ways in which Parkwood can be more accessible to those with physical challenges, language barriers, and more. We have had to push those meetings into 2022, and were excited to have finally begun the process of meetings and trainings, and the beginning of a short-term, mid-term and long-terms list of things we need to do to make Parkwood more accessible. (barrier accessibility, a tour in sign language on an iPad for those with hearing challenges. tours in several languages, Deaf Awareness Day, Low Sensory Awareness day, Mental Health Awareness day, etc.) We will continue to work with Accessibility Canada to provide more trainings for our team so we can become more aware of accessibility challenges.

2022 presented many interactions for our team with members of the public who were struggling with mental health challenges. This led us to multiple conversations with Ontario

Shores with the end focus of hosting a two day, in-depth mental health first-aid training for our entire team in early 2023.

- In 2023, 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.

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 potential visitors, and how we want our brand to feel. This process involved a competitive review, market analysis, key stakeholder interviews, onsite sessions and relevance testing. In the end our results were the following:

BRAND PERSONALITY: Warm & welcoming, knowledgeable, playful, smart, authentic, integrity

- During the shut-down we moved into stage 2 of this process, and sent out RFP'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 summer of 2021, and while we were very happy with the Core Values, the tagline and the rewrite of our website to reflect the new brand personality, the logo 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 2022 we went out with another RFP for a new logo. We are thrilled with the new results and are in the final stages of approving this logo for a roll out in 2023.

CORE VALUES: Integrity, Heritage, Authenticity, Quality, Community

TAGLINE: EXPERIENCE EXTRAORDINARY

- We continued investing in **Search Engine Optimization (SEO)** to ensure that Parkwood is front and centre on all social media platforms internally through
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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, things to do in Oshawa, etc.)

- ***Parkwood went viral in 2022!***

With profiles written by Blog TO, Narcity Toronto, Narcity Quebec, TODO Toronto, Date night Toronto, Tik Tok, and multiple social media influencers, Parkwood's presence exploded online with over 1.4 million views on Parkwood in a one-month period this summer!

- We developed a strategy for our social media channels and our lines of business utilizing the latest and greatest social media practices (which seem to change monthly)
 - Our Instagram took a tremendous leap forward (based on our strategy and saw us increase from 1,000 followers in 2019 to over 14,150 followers in 2022.
 - We established an Instagram account for our Gift Shop, that has gathered a small following of 1,480 people in its first year.
 - We are proud to say that Parkwood was awarded several awards in 2022
 - Reader's Choice - Diamond Award for Best Local Tourist Attraction
 - Reader's Choice - Diamond Award for Best Museum
 - Reader's Choice - Diamond Award for Best Wedding Facility/Venue
 - Reader's Choice - Diamond Award for Restaurant with a View
 - 4.7 star review on Google reviews (over 765 reviews)
 - #2 rated on Trip Advisor "Things to do in Oshawa"
 - One of the Threebestrated.ca landmarks in Oshawa with a 5 star review for the 5th year in a row
 - In 2023 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 which will include specialty tours, programming and fundraising events.
 - The creation of metrics by which we can measure the success of these campaigns to ensure we are investing appropriately and seeing positive results.
 - Utilizing GEO on social media to capture traffic from surrounding areas and visitors to the hospital
 - The continued implementation of SEO and investing in SEM, and possibly Google Search Ads if we can secure a google grant.
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- Increased presence online for the Parkwood Gift Shop to drive traffic to the shop (in person and online)
- Adoption and roll out of our new logo and brand personality
- Updated signage on the property
- As a way to engage youth and connect to the community we will be coordinating several summer youth volunteer days with an anticipated goal of over 500 hours being donated

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

In 2022, we continued to build and strengthen our sustainability by hosting over 82 events/workshops and 4 marquis 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 we will continue to be dedicated to addressing a solid plan to continue to grow. (philanthropy, individual giving, earned revenue, foundation grants, sponsorships, events, and a supporting social media plan)

Capital Projects

In the past 5 years Parkwood has invested over \$672,000 in our asset infrastructure, with the goal of ensuring sustainability, and legacy. It is important that we ensure Parkwood is here for another 100 years for our visitors to enjoy, and it is equally important that they enjoy their visit to Parkwood as a first-class destination. We still have work to do to invest in preserving and conserving the Estate but we continue to push forward and strategize ways for funding to ensure this is possible!

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, especially with the addition of the new building in the Rose Garden • Source of community pride with increasing awareness within Oshawa and the GTA each day • 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 • New branding/logo/brand personality established • Gift Shop evolution
Weaknesses	<ul style="list-style-type: none"> • Historic resources are undervalued • Mid-level awareness by the public (has been increasing in past years but we need to continue to build on this) • Staff resources (we have increased our head count to address this, but as we grow we continue to need more staff to keep up) • Operating and capital challenges not well-understood, particularly the higher costs and standards required of heritage preservation and presentation • Insufficient financial resources – operating, capital • Not interactive, static exhibits • Lack of awareness among younger generation (some work has been done in this area however it continues to need to be a focus) • 2nd floor not wheelchair accessible & overall accessibility in certain areas • Parts of the Museum are “tired” and need TLC (we have been working on this but with so many years of no work being completed there is much to be done in terms of investing in the asset) • Language translation and lack of digital tours • More accessibility needed

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• Continuing increase with social media that allows for the opportunity to reach different audiences and provide opportunities for deeper engagement• Stronger visitor experience – Visitor Engagement Survey• Building off success of the Tea House in ancillary business• Opportunities for an App for the gardens and parts of the mansion• Opportunity for a community app to tell the story of the McLaughlins before they arrived at Parkwood (Oshawa, Tyrone, Eniskillen)• The creation of a space in our Carriage House to introduce the connection to GM, hosting some McLaughlin Buicks – Visitor Welcome Centre• The Building of the new building in the Rose Garden area• Continuing evolution and awareness of the Gift Shop• Applications for use of technology to engage visitors on a different level (augmented reality)
Threats	<ul style="list-style-type: none">• Deferral of capital reinvestment (further estimated projects about \$ 2 million)• Relevance (museum may be seen as old or stuffy)• Funding/Revenue streams decrease• Public stops visiting museum/events• Staff turnover

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.)	<i>Oshawa Strategic Plan, Our Focus, Our Future</i>			
	<i>Economic Prosperity and Financial Stewardship</i>			
	<i>Cultural Vitality</i>			
	<i>Accountable Leadership (responsiveness, transparency)</i>			
	<i>Arts, Culture and Heritage Plan, Culture Counts</i>			
	<i>Build a Strong, Vital and Connected Arts, Culture and Heritage Sector</i>			
Strategies	<p>1. Complete new 2022-2026 Strategic Plan, establish rollout process and Board leads assigned to each strategic pillar to ensure each pillar has a champion</p> <p>2. Complete the Financial Policy and Procedures Manual (put on hold as a result of COVID and then staff turnover in this position.)</p> <p>3. Move all financial data from Sage software (soon to be outdated) to QuickBooks</p> <p>3. Continue to identify new board members to fill gaps in the Board Matrix with a focus on diversity and inclusion</p> <p>4. Establish a Security Committee</p>			
Responsibility	<i>Board of Directors and Executive Director</i>			
Supporting Partners	<i>Staff Input, Finance Committee, Strategic Planning Committee, Security Lead</i>			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
Complete phase two & three of the strategic planning process (scheduled for November 2022)	Q1 2023	Strategic Planning Session booked – Session #3 Work with Facilitator to ensure we have a solid agenda for the session. Objective is establishing reporting and Board Leads for each strategic pillar.	Date is set for the session Agenda established Board Leads secured	Q1 2023 Q1 2023
Revise & Update financial policies & procedures	Q4 2023	Financial policies are about completed	Financial Policies & Procedures Approved by Finance Committee & Board of Directors All staff and Board will have a solid understanding of	Q3 2023 Q3 2023

			the new financial policies and procedures	
Research options for transitioning data from Sage accounting software to QuickBooks	Q1 2023	Process for transferring data is established	Data is transferred to Quickbooks	Q1 2023
Establish Vendor list in Quickbooks	Q1 2023	All vendors set up in Quickbooks	Vendor list is active	Q1 2023
Identify potential final few new board members to fill gaps in our Board Matrix, with a focus on diversity and inclusion	Q1/2 2023	Update the current Board Matrix with the addition of new board members in 2023	Matrix approved by the Executive Committee	Q1 2023
		Research and source new avenues to identify potential Board members with required skill sets	Meet with Altruvest, Board Source, local organizations	Q2 2023
Establish a Security Committee	Q3 2023	Identify an external individual to help lead our new Security Committee	Meet with DRPS to discuss	Q2 2023
	Q3 2023	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	Q4 2023
			Improved understanding of safety procedures and security policies by staff and volunteers. All staff will complete a	Q4 2023 100% pass rate

			security review to ensure they understand the policies	
New Resource Requirements (if any)				
<i>Funding for Quickbooks, DRPS volunteer, job description updated for Security Coordinator, IT support, board support, volunteer support for vendor set up in software</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. Approve preliminary design and costs on "Arbour" Build in the Rose Garden Area, and begin the build, while continuing to source new revenue</i> <i>4. Update electrical lighting around the property to LED for increased safety</i> <i>5. Conserve sunroom doors</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 capital projects and assets.	Q1 2023	<p>Updated plan prepared by staff and presented to the Physical Plant and Planning Committee for review, discussion, and to establish priorities</p> <p>Evolve the current template to better manage the capital plan priorities and tasks to be updated and reviewed by</p>	<p>Master Capital Plan and priorities approved for next 3 years</p> <p>Ensure the estate and grounds remain in excellent condition for another century by identifying and completing capital</p>	<p>Q1 2023</p> <p>3 Capital Projects from the Master List completed by Q4 2022</p>

Remove and conserve 3 more panels of the Simcoe Street rod iron fence	Q4 2023	Physical Plant and Planning Committee Send out RFP to local blacksmiths to ensure we have the best pricing	projects/deferred maintenance each year RFP's reviewed compared to scope of work, PPP Committee selects the successful company to complete the work	Q2 2023
Once the plan has been received by BBA, review with the City and Parks Canada	Q1 2022	Review Scope of Work with Arbour Committee to create next steps plan Review the project with the City and Parks Canada	PPP approves the scope of work and resulting timelines. Meeting completed with the City Meeting completed with Parks Canada	Q1 2023 Q2 2023 Q2 2023
Complete plan for electrical lighting upgrades on the grounds	Q1 2023	Present Lighting Plan and budget to PPP Committee RFP sent out	Lighting Plan approved by PPP Committee and Board of Directors Electrician chosen. Work completed	Q2 2023 Q2 2023 Q3 2023
Completion of restoration of historic garden bed on south side of formal gardens	Q2 2023	Continue to work with the Durham College students to dig garden beds, mulch and plant over 1600 flowers in this bed.	1600 flowerers planted	Q2 2023

New Resource Requirements (if any)				
<i>Durham College Horticulture Program, Electrician, Specialized machinery, cranes, BBA, local blacksmith and, funding for removal and replacement of gardens and lighting plan.</i>				
Outcomes/Benefits Per Objective				
<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 lighting will continue to ensure the safety and protection of our asset and our guests.</i>				

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"> 1. <i>Foundation database to support grant writing</i> 2. <i>Create diverse series of events to drive visitors to Parkwood</i> 3. <i>Continue to strengthen relationships with Location Managers for filming</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 2023
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	30%
			Percent increase in revenue from events	30%

		to drive visitors to Parkwood.		
Set up all events on website and online booking system	Q1 2023	Collaterals created and pricing models set	All events live on FareHarbor	Q1 2023 and ongoing as new events are added
Continue to strengthen relationships with Location Scouts & Region of Durham Film Office	Ongoing	Determine meeting dates and Film Committee members	Host three Film Committees during the year	Q2/3/4 2023
Establish Film Committee with industry contact	Q1 2023	Terms of Reference Established for Committee	Terms of Reference approved by Film Committee and Board of Directors	Q2 2023
		Quarterly meetings established	Meeting held each quarter	Q1/2/3/4 2023
New Resource Requirements (if any)				
<i>Graphic Designer, Marketing Committee, 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, approve and deploy to the public 2. Create updated collateral materials reflecting new look and feel of branding 3. Update 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 2023	Marketing Committee to develop plan to roll out new branding materials approved by the Board	New Brand personality & logo introduced to the community and all board and staff understand the new brand personality	Q2 2022
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	Q1 2023	Research and develop best practices for social media strategies	Completed social media strategy approved by Marketing Committee and understood by all staff	Q2 2023

Hire one-year contract Social & Digital Media Coordinator	Q1 2023	Develop Job description for this position Post and interview	Job Description created and approved by HR Committee Contract person hired	Q1 2023 Q1 2023
Working with the Marketing Company, begin the process of preparing a 3 year cohesive advertising campaign based on information they provide.	Q4 2023	Board sessions with Marketing Company scheduled.	Advertising Plan approved by the Board Percent increase in awareness and visitor bookings year over year	Q4 2023 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, new contract employee</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 Garden Tour Book in multiple languages 3. Visitor Survey 			
Responsibility	<i>Executive Director, Staff & Volunteer Committee</i>			
Supporting Partners				
Actions Per Strategy	Timing	Status	Performance Indicator	Target
Roll out the plan updated in 2022 to enhance the staff, volunteer, and customer experience	Q1/2/3 2023	<p>Create the customer service and accessibility training sessions</p> <p>Learn, research and deploy the Visitor Mapping Journey at Parkwood.</p> <p>5th 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 2023</p>	<p>Everyone attends two meetings</p> <p>20 new ideas</p> <p>6-8</p>

<p>Develop Garden Book in multiple languages to enhance the garden tour experience</p>	<p>Q2 2023</p>	<p>to enhance the visitor experience</p> <p>Book is written, translated, designed and printed.</p>	<p>Book (free to sign out) is available to all guests, in over 10 languages</p>	<p>Q2 2023</p>
<p>Visitor Survey created to determine positive and constructive feedback from visitors</p>	<p>Q2 2023</p>	<p>Survey established both manually and digitally</p> <p>Data is reviewed, presented to staff and board.</p>	<p>Survey is launched and data is collected</p> <p>Trends or ideas pulled to help make better changes (ideally 4 changes put into place)</p>	<p>Q2/3 2023</p> <p>Q3 2024</p>
<p>New Resource Requirements (if any)</p>				
<p><i>Graphic Designer, Language Translators,, Public Health Ontario & Durham, City of Oshawa, Gov't of Ontario, Federal Government, Accessibility Canada, Ad-hoc Visitor Feedback Committee, Canada Summer Jobs Student, Staff</i></p>				
<p>Outcomes/Benefits Per Objective</p>				
<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>Deaf Awareness Day at Parkwood</i> 2. <i>Meet with Consultants to determine how we can be more accessible</i> 			
Supporting Partners	<i>Executive Director, Curator</i>			
Supporting Partners	CDCD, Culturally Diverse Board Matching Agencies, Local Cultural Organizations			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
Create Deaf Awareness Day at Parkwood	Q3 2023	Meet with the local/national organization to create a Deaf Awareness Day	Percent increase in visitors with hearing challenges	10%
		Create a tour with support ASL from interpreters.	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 2023	Consultant identified	Report received from Consultant (Accessibility Canada)	Implement 3 suggested changes
Create opportunities for volunteer engagement that supports accessibility and inclusion	Ongoing	2 nd Annual Meeting with Volunteers Committee to discuss cultural sensitivities and awareness with a	Number of diversity and inclusion training sessions for staff and volunteers	1 session in 2023

	Q1 2023	<p>guest speaker from Accessibility Canada and CDCD</p> <p>Post upcoming Committee and Board positions on Board Member training sites to find and have a more culturally diverse board</p>	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, Ad-hoc Volunteer Committee</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 \$31,280. (It shows a surplus of \$78,720 which is due to the delay in the Arbour Project, this portion of the grant will be spent in 2023 along with the second portion of the grant from the City of Oshawa.

2023 Objectives & Conclusion

I imagine that 2023 will see continued challenges and hiccups will occur for everyone as we continue down this path weaving our way through what the new normal looks like as we learn to live daily alongside the COVID-19 virus. I imagine the way we do business will still continue to evolve; some new ways will emerge, some old ways will disappear and some ways will be tweaked! To say that forecasting for 2023 is challenging is a bit of an understatement as we continue to live in such uncertain times. No matter what the year brings, similar to last year, 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, the momentum we have established the past few years, and our continued focus on transparency, awareness, sustainability and inclusiveness.

Our plans for 2023 are cautiously optimistic, and we are excited to begin the year with a strong line up of diverse events, the continuing success of the Tea House and the Gift Shop, the rollout of our new logo and brand personality to the community, along with the creation and implementation of a strong marketing and awareness campaigns!

We will continue to place a strong focus on finding better and relevant ways to be sustainable 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 tours in various languages, dialogues around more accessibility and inclusion, and connections with outside agencies.

We continue to find ways to inspire people to visit more than once each year, as we will deliver the promise of experiencing something new each time. Once again this year, we have a goal 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 2022-2026 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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Board of Directors

Bob Pinkney	President
Ivano Labricciosa	Vice- President
Pat Rudka	Secretary
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Max Lysyk	Member
Steve Deveaux	Member
Diana Kirk	Member
Justin Landry	Member
Aleya MacFayden	Member
Lindsay Temple	Member

2023 Operating Budget

**The Corporation of the City of Oshawa
2023 Operating Budget**

Parkwood Foundation

Description	2022 Projected Actuals	2022 Approved Budget	2023 Proposed Budget	2023-2022 Variance \$'s	2023-2022 Variance %
Personnel Costs	778,420	740,000	798,420	58,420	7.9
Program and Office Supplies	69,422	80,000	80,000	--	--
Professional Services	172,873	160,000	160,000	--	--
Maintenance and Repairs	223,565	150,000	150,000	--	--
Capital Imp – Renovating Carriage House	100,000	100,000	100,000	--	--
Agency Generated Revenue	(898,000)	(775,000)	(795,000)	(20,000)	2.6
Grant approved in 2021 for Carriage House Improvements in 2023	(100,000)	(100,000)	(100,000)	--	--
City of Oshawa Grants	325,000)	(325,000)	(325,000)	--	--
Total Parkwood Foundation	21,280	30,000	64,420	38,420	128.1

Variance Explanations:

2022 Variance Explanations:

- **Personnel Cost:** These costs were higher than budget by \$38,420. The realities of COVID-19 meant we needed to have more staff hours to ensure appropriate cleaning was completed and we had a few more guides to 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 us, so we had to pay out of pocket for 4 weeks for 8 students.

- **Program & Office Supplies:** This is lower by 10,578 because we were able to secure some donated product and donations for a few of our programs. We also had a donation of office supplies from a company that was closing their business so we did not have to order as many office supplies.
- **Professional Services:** This amount is slightly higher than anticipated (\$12,873) due to the increased cost for our outsourced booking services, and the slight increase in audit requirements to audit out Gift Shop inventory that we have a higher material threshold.
- **Maintenance and Repairs:** This line exceeds what we had planned to budget by \$73,565. As a result of some increased revenue this year we needed to use the excess revenue, plus a little bit to continue to invest in the asset by completing some necessary deferred maintenance.

Some of the projects completed included:

- Extra support in the garden for needed root feeding, mulch, tree pruning, etc.
 - Painting maintenance in the house
 - Updating much of our grounds equipment to electric
 - Additional lighting in the parking lot and the greenhouses
 - Chiller maintenance and repair
 - Rebuild green fence that faces Parkwood Court, built in compliance with historic practices
 - Rebuild fence around the Lodge that faces Parkwood Court, built in compliance with historic practices
 - New bushes planted on the south lawn terrace that replaced the unhealthy bushes that were removed in 2021.
 - Working with the Durham Master Gardeners and the Oshawa Garden Club, we continued the restoration of the large tennis court gardens back to their historic intent and plantings
 - Installation of two historic 180-foot garden beds that flank the formal garden fountain. These were originally part of property, but were removed in the early 1980's
 - Two Backflow preventers installed
 - Formal Garden Irrigation system project completed
 - Continued masonry work around the grounds
 - New floor and cash desk to enhance the experience of visitors in our Gift Shop
 - New gate in the pool area to ensure a better view for those with accessibility needs
 - Leather care project to help conserve all of the leather artefacts in the house
 - Conservation of 5 of the family portraits that hang in the Dining Room
 - RFP for Arbour Project
-

- Insulation on chilled water supply/return water pipes
 - Repair soffit, fascia and tiles on roof areas where animals have caused damage
 - 2 new fridges with counter space in Tea House for better efficiency, along with the addition of 9 more tables, chairs and umbrellas.
- **Agency Generated Revenue:** Increase in revenue was due to increased filming activity over what we had projected, increase in tour participants, Tea House revenue and fundraising events and participants.

2023 Variance Explanations

- **Personnel Cost:** To stay in line with our strategic plan to create a hub for the community, our 2023 plan calls for increased fundraising events and workshops on the property. This combined with our substantial increase in followers on social media, means we need to increase our head count with a part time position to manage our social media and digital communications. We will bring this person on through a contract position for one year, at the end of which we will review the metrics set in place at the beginning of the hire, to ensure the cost of this additional head count achieves our metrics, which includes increasing traffic on the property, more participants at our events and increased Gift Shop sales.
 - **Program and Office Supplies:** Continued programming for the public, and artefact conservation is a priority for 2023. Our goal is to continue to conserve and preserve these important artefacts, which will continue to enhance the visitor experience. We have been able to create some relationships that will offer us some reduced costs in this area due to donations of goods and/or services.
 - **Professional Services:** we expect these costs to remain similar to our actual for 2022, due to the increased cost for bookkeeping services, and additional audit requirements for our Gift Shop inventory.
 - **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 continue to be aggressive with our event and social media plans, driving more visitors to Parkwood, through tours, Gift Shop and the Tea House. The
-

decrease from the 2022 actuals is due to the uncertainty of filming, so we tend to be conservative when we budget for that line item. Once again will understand this may be optimistic and we will be watching this line item very carefully.

- **Capital Improvement -Rebuild Arbour**

As an organization we are very excited about this project and what it will mean for Parkwood, our visitors, our fundraising events, corporate rentals, filming and the City of Oshawa. The initial plans took longer than we had anticipated and the end of 2022 will see us presenting these to the City of Oshawa Planning department, and Parks Canada. To that end we did not spend any of the \$100,000 grant from the City of Oshawa in 2022, however we do anticipate spending it in 2023..



The Corporation of the City of Oshawa
2023 Operating Budget
Parkwood Foundation

Description	2022 Projected Actuals	2022 Approved Budget	2023 Proposed Budget	2023-2022 Variance \$'s	2023-2022 Variance %
Personnel Costs	778,420	740,000	798,420	58,420	7.9
Program and Office Supplies	69,422	80,000	80,000	-	-
Professional Services	172,873	160,000	160,000	-	-
Maintenance and Repairs	223,565	150,000	150,000	-	-
Capital Imp - Rebuild Arbour and Renovating the Carriage House*	100,000	100,000	100,000	-	-
Agency Generated Revenue	(898,000)	(775,000)	(795,000)	(20,000)	2.6
Add'l grant approved for Rebuild Arbour and reno Carriage House*	(100,000)	(100,000)	(100,000)	-	-
City of Oshawa Grants	(325,000)	(325,000)	(325,000)	-	-
Total Parkwood Foundation	21,280	30,000	68,420	38,420	128.1

* Note: Additional one-time grant approved for rebuilding the Arbour and renovating the Carriage house
\$100,000 in 2022; \$100,000 in 2023