

100 YEARS

PARKWOOD

National Historic Site

1917-2017

The Parkwood Foundation
2021 Budget and Business Plan

Prepared for: The City of Oshawa

October 2020

Contents

Vision and Mission Statement	2
Service Description and Client Identification.....	2
2019 Accomplishments.....	2-7
SWOT Analysis.....	6 & 8
Agency Objectives.....	9-19
Resource Requirements.....	20
Conclusion.....	21
Contact Information.....	21
Board of Directors.....	21 & 22

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 an annual operating grant, and for the past support of the greenhouse restoration project which was completed May 2019. This document outlines our accomplishments from the past year and our upcoming plans for 2021. It has certainly been a difficult and strange year for so many of us, but our goal at Parkwood was to find ways, once it was allowable to pivot our plans to continue to drive revenue, and be an escape for our community members for a few hours each day.

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 2021.

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.

2020 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.

*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 began a 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, however due to COVID-19 we have rescheduled that training until spring 2021.

Recommendation #2: improve and modernize business operations

Parkwood has been actively improving and modernizing operations and despite all the challenges that COVID-19 presented the time when we were closed allowed us to come up with even more ways to improve and modernize our operations which is very exciting! Here is a snapshot of some of the things we accomplished:

- **Online Ticketing System:** After much investigation and research we found a fantastic program (FareHarbor) that allows our guests to purchase tickets for tours and events online through our website and on our social media. It also allows us to collect other important data (postal codes, how did you hear about us, how many times have you visited in the past, etc)
- **POS System:** Once again after much investigation and research we found a great program to help automate our Gift Shop sales and inventory management. The benefit we did not expect is that Shopify allows us to deliver an online store to our customers. We have begun the process of developing our online store which will help us drive this particular revenue stream even deeper while allowing us to be relevant if we are sent into a COVID lock-down again. Since we carry so many local vendor items in our gift shop, continued sales also help to ensure they are seeing reorders.
- Our new HR Committee has begun regular meetings and we are weaving our way through all of the policies and procedures. 2020 will see the completion of this overhaul in the form of an **HR Manual** that will result in new policies and procedures that follow industry best practices and ensure compliance with ESA (Employment Standards Act) and all other applicable laws. 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 2020 to ensure we have transparency and responsiveness for all the members of our team.
- 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.

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

Parkwood Studios was off to a great start with filming in January and March, however with the arrival of COVID all filming was cancelled. We have two film productions scheduled for the late fall of 2020 and we understand that production is expected to ramp up into early 2021. It has been a bit of a challenge with the US/Canadian border closed and all of the union COVID restrictions, which we are doing the best we can to work within to welcome film sets onsite once again.

The brand new specialty **Behind the Scenes Movie Tour** that we were going to launch in October has had to be postponed until 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 was hit quite dramatically due to COVID, however we spent some time while we were closed brainstorming ways to further enhance and develop this revenue stream. We identified some exciting opportunities and will have them in place for the 2021 wedding season.

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 During our shut down we spent a great deal of time brainstorming how to keep up momentum for our visitors. We were disappointed as we had an extensive line up of exciting programs and events for our guests that were unable to provide. However, after much discussion we pivoted many of our events to be outdoor events where guests would feel safer but that would continue 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, Paint Night in the Gardens, String Art in the Gardens, Teddy Bear and Gourmet Picnics were a great success. As a team we continued to brainstorm an amazing fleet of ideas for our 2021 season that will reach different interest groups and demographics. All with the purpose of creating more sustainable revenue sources combined with a first class Guest Experience.

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 2021, 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)

- 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 2020.
- In 2021, 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 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 are expected in early October 2020, so we are projecting a roll out in 2021.
- 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 the focus for the Marketing Committee will 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.
- Unfortunately our summer youth volunteer days had to be postponed however we will welcome them back in 2021!

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

In 2020, 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 2021.

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 2020. Moving into 2021-2023 we will complete the remaining panels.
- Continued work with a mason on the concrete around the property.
- 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.
- 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 2021.
- 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 2021.
- Removal and rebuild (to historic standards) of the Pergola at the front of the house.
- In Oct. 2020 we will be paving the pathways in the Rose Garden to help with accessibility
- In order to make the visitor experience more enjoyable we updated the esthetics of the public bathrooms.

- We removed the 100 year old cedar fence in the Tennis Garden which was 20 feet wide, unmanageable and very unhealthy. New cedars were planted that are in accordance with our Landscape Conservation Plan.

SWOT Analysis

<p>Strengths</p>	<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
<p>Weaknesses</p>	<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

<p>Opportunities</p>	<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 • 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 2021 which will include the development of a new strategic plan 2. Complete the Financial Policy and Procedures Manual 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			
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 spring 2021)	Q1 2021	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 2021 Q1 2021
Revise & Update financial policies & procedures	Q1 2021	Financial policies are about 50% 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	Q2 2021

Identify potential new board members to fill gaps in our Board Matrix, with a focus on diversity and inclusion	Q1/2 2021	Update the current Board Matrix with the addition of new board members in 2020	Matrix approved by the Executive Committee	Q1 2021
		Research and source new avenues to identify potential Board members with required skill sets	Meet with Altruvest, Board Source, local organizations	Q2 2021
	Q2 2021	Hire new Security Coordinator to replace current individual who is retiring.	Post position & interview	Q1 2021
Establish a Security Committee	Q3 2021	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 2021
			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 2021 100% pass rate
Update IT systems and investigate internet options	Q1 2021	RFP sent out for new IT company	New IT company secured	Q1 2021
		Research internet options	Faster, reliable internet secured (including new cabling in the mansion)	Q2 2021
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				

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.

Agency Objective 2	Invest in preserving and enhancing the estate and gardens			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	Oshawa Strategic Plan, Our Focus, Our Future			
	<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>Arts, Culture and Heritage Plan, Culture Counts</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"> 1. Develop & refine a long-range master capital plan that prioritizes and sequences key investments in capital projects and assets. 2. Remove & replace 5 flat roofs on property 3. Remove & Replace HVAC system on Carriage House 4. Remove, Research and Replace Tennis Court Gardens using proper historic plantings, in conjunction with Durham Master Gardeners and Oshawa Garden Club 5. Completion of restoration of historic north fence and Gardener's Lodge fence 			
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 2021	Draft plan created in Q4 2020 to be distributed to staff and the Physical Plant and Planning Committee for review, discussion,	Master Capital Plan and priorities approved for next 2 years	Q1 2021

capital projects and assets.		and to establish priorities	Ensure the estate and grounds remain in excellent condition for another century by identifying and completing capital projects/deferred maintenance each year	3 Capital Projects from the Master List completed by Q4 2021
Remove and replace 5 flat roofs on different buildings	Q1 2021	Template created to manage the capital plan priorities and tasks to be updated and reviewed by Physical Plant and Planning Committee Send out RFP to local roofing companies, to get 3 quotes for this project	RFP's reviewed compared to scope of work, PPP Committee selects the successful company to complete the work	Q1 2021
Remove & Replace HVAC units on Carriage House Building	Q1 2021	Send out RFP to local HVAC companies, to get 3 quotes for this project	RFP's reviewed compared to scope of work, PPP Committee selects the successful company to complete the work	Q1 2021
Complete the Removal & replacement of the expansive tennis court gardens to be in line with the Historical Landscape Garden Plan	Q2/3 2021	Continue to work with the Durham Master Gardeners and the Oshawa Garden Club on the final phase of these garden plantings	1000 tulips planted Final section of garden completed (removal of existing plants, replacing with new plants)	Q3 2021 Q2 2021
Completion of restoration of historic north fence and Gardener's Lodge fence	Q3 2021	Continue to work with Havery Landscaping	Installation of north fence and Gardener's Lodge fence	Q3 2021
New Resource Requirements (if any)				

Durham Master Gardeners, Oshawa Garden Club, Specialized machinery, cranes, Roofing and HVAC expertise, Funding for removal and replacement of gardens, Havery Landscaping

Outcomes/Benefits Per Objective

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.

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. Update & enhance collateral materials for Parkwood Weddings</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> <i>6. Parkwood Gift Shop online</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				
Parkwood Tourism & Programming	Q2/3	Research online grant programs	Decision on program and purchase	Program learned and integrated

Foundation database to support grant writing	Q2	Create Case for Support	Case for Support Completed and vetted through AFP	Q2 2021
Parkwood Weddings	Ongoing	Brainstorming session to create collateral materials for Weddings (hard & soft copy and website)	Percent increase in wedding bookings and photography sessions year over year	20%
Continue to strengthen relationships with Location Scouts & Region of Durham Film Office	Ongoing	Attend quarterly meetings at the Region	Number of film tours Parkwood will participate in	2 - FAM Tour and Fannibals Tour
Host a "Lookbook" event for local photographers	Q2 2021	Planning for this event will take place in Q2	Increase in photography bookings year over year	20%
Complete training for new Special Events Coordinator. Move from Contract to Full-time position	Q2 2021	Special Events Coordinator meets all requirements in probationary period.	Probationary period is completed	Q3 2021
Complete integration of Gift Shop so purchases can be made online as well as in person	Q1 2021	Shopify training completed, descriptions and photos taken of all items	Shopify online is open for business!	Q1 2021
New Resource Requirements (if any)				
<i>KRE Wedding Planners, Graphic Designer, Marketing Committee, Community Photography Support, Events Committee, Shopify</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	Q1 2021	Marketing Committee to develop plan to roll out new branding materials presented by the Marketing company.	Branding introduced to the community and all board and staff understand the new brand personality	Q31 2021
Create updated collateral materials reflecting new look and feel of branding	Ongoing	Pieces 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	N/A
Research & develop social media strategy	Q2/3 2021	Research and develop best practices for social media strategies	Completed social media strategy approved by marketing Committee and	Q2/3 2021

			understood by all staff	
Working with the Marketing Company, begin the process of preparing a 3 year cohesive advertising campaign based on information they provide.	Q4 2021	Board sessions with Marketing Company scheduled.	Advertising Plan approved by the Board Percent increase in awareness and visitor bookings year over year	Q4 2021 15%
New Resource Requirements (if any)				
<i>Contracted services of a Marketing Company/Graphic Designer/Web Hosting Provider, Marketing Company, Board of Directors</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...	Q2 2021	Create customer service training module	All staff trained in new customer service methods	Everyone attends two meetings
		Job Description Update	Update all job descriptions to infuse customer service and a positive visitor experience as a priority	10 job descriptions
		3 rd annual brainstorming session with the staff and volunteer representatives to determine list of ideas to enhance the visitor experience	Number of new ideas approved by the Board for implementation in 2021	100% by Q3
			Visitor Experience Plan Approved	30%
			Percent increase in reported visitor satisfaction	Q3
				30%

Develop app for the gardens to enhance the garden tour experience	Q4 2021	Research app based organizations who have developed Garden Tours	Percent increase in reported staff satisfaction App is available to all guests, in multiple languages	30%
Continue to evolve COVID protocols for Parkwood to ensue staff and guests feel comfortable and safe	All year	Continue to update COVID re-opening and daily intertaction module.	Weekly staff meetings Ongoing conversations with other orgs and museums to find most current best practices. COVID training with a all new hires and month reminders at staff meetings	All year Ongoing Ongoing
New Resource Requirements (if any)				
<i>Facilitator (External) App Developer, Sign Language Interpreter, Interpreters, Software Developer, Public Health Ontario & Durham, City of Oshawa, Gov't of Ontario</i>				
Outcomes/Benefits Per Objective				
<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>				

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>			
Responsibility	Build a Strong, Vital and Connected Arts, Culture and Heritage Sector			
	Create Vibrant Places and Spaces			
Supporting Partners	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> 			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
Create tour on iPad for those with hearing challenges	Q4 2021	Meet with the local organization to provide a tour in sign language	Percent increase in visitors with hearing/vision challenges Reported level of satisfaction from visitors with hearing/vision challenges	10% 100% satisfaction
Meet with Consultants to determine how Parkwood can be more accessible.	Q1 2021	Consultant identified	Report received from Consultant	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	Number of diversity and inclusion training sessions for staff and volunteers	1 session in 2021

	Q2 2021	<p>guest speaker from CDCD</p> <p>Post upcoming Committee and Board positions on Board Member training sites to find and have a more culturally diverse board</p>	<p>Percent increase in diversity on our Board and/or Volunteer Committees</p>	<p>30% increase in diversity</p>
New Resource Requirements (if any)				
<i>Support from Organization focused on supporting those with hearing challenges / CDCD, Software Developer, Accessibility Consultant</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 2019 budget projects a deficit of \$17,000. This is based on the premise that Parkwood will continue to make investments in robust new businesses such as Parkwood Weddings, and a Philanthropy Officer to support future sustainability.

2021 Operating Budget

**The Corporation of the City of Oshawa
2021 Operating Budget**

Parkwood Foundation

Description	2020 Projected Actuals	2020 Approved Budget	2021 Proposed Budget	2021-2020 Variance \$'s	2021-2020 Variance %
Personnel Costs	676,000	684,000	684,000	-	-
Program and Office Supplies	74,400	82,000	82,000	-	-
Professional Services	170,355	222,000	160,000	(62,000)	(27.9)
Maintenance and Repairs	260,035	87,000	150,000	63,000	72.4
Canadian Emergency Wage Subsidy	(116,274)	-	-	-	-
Agency Generated Revenue	(601,704)	(750,000)	(700,000)	50,000	(6.7)
City of Oshawa Grants	(325,000)	(325,000)	(325,000)	-	-
Total Parkwood Foundation	137,812	-	51,000	51,000	

Variance Explanations:

2020 Variance Explanations:

- **Personnel Cost:** These costs were a bit lower than budgeted. Due to COVID we did not have as many staff hours as anticipated due to the shut down in filming and the need for extra hours to support events, etc. We are very proud of the fact that even before CEWS was announced as a support, our intention and plan was to do whatever we needed to do to keep our full time team working.
- **Program and Office Supplies:** Due to COVID we did not need as many supplies for programs, office supplies, etc.
- **Professional Services:** This amount is lower than anticipated as we repaired several water leaks, got a better deal in insurance, and completed payments for our security camera lease. Due to more prep and organizational work by our new Finance Consultant, the audit also came in less than we had budgeted. This also included a new security system for the mansion.

- **Maintenance and Repairs:** As a result of a good revenue year in 2019 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 roofing for 5 flat roofs on the property
 - Mason work on the property
 - Removal and rebuild of the pergola at the front of the mansion
 - New generator to support safety lights, greenhouses, mansion
 - Upgrades to the gift shop to make it more appealing for visitors
 - Investment in a Gift Shop POS system (Shopify) and online ticket booking system (Fare Harbor)
 - New gas equipment for grounds to ensure a quieter experience for guests & equipment is easier on the environment and staff using it than gas
 - Industrial dishwasher in the mansion to support events
 - Restoration of 2 more panels on the green rod iron Simcoe Street fence
 - Excavate, repair and pave the rose garden pathways for better accessibility
 - New HVAC system for the Carriage House Building
 - Removal of the large cedar hedge in the Tennis Court Gardens and replace with new cedars
 - North fence (facing Lakeridge) & North fence along the Lodge area to be removed and rebuilt to its original historic intention in early spring of 2021. Parital payment made in 2020 for work completed pre-covid. (lumber challenges are pushing completion into 2021)

- **Agency Generated Revenue:** Decrease in revenue as a result of COVID shutdown. (less tours, less filming, less events. However we learned quickly to pivot when we opened for business and the translation of many events from indoors to outdoors, a reimagined gala and successful golf tournament helped us to ensure we were able to make up some revenue. Unfortunately for us, as for many businesses, the loss of revenue from tours, filming and events due to the shut down coupled with the substantial decrease in visitors due to wariness about being indoors during the height of the tourist season (summer) was a tremendous hit to Parkwood.

2021 Variance Explanations

- **Personnel Cost:** With the economy open again we are hoping to stay open as an organization which will mean more events (in whatever reimagined fashion they look like, and more filming)

- **Program and Office Supplies:** Continued programming for the public, and artefact conservation is a priority for 2021. We are projecting to be on target for expenses as we were going into 2020. A second shutdown may decrease these expenses.
- **Professional Services:** this line will decrease primarily due to completed security system, lease payment completion for security cameras, reworked audit pricing.
- **Maintenance and Repairs:** A decrease from what we spent in 2020 since we do not have many committed projects going into 2021. It is important that we continue to work on certain 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 reimaged events, support filming, etc) Once again will understand this may be optimistic and we will be watching this line item very carefully.

2021 Objectives & Conclusion

I imagine that 2021 will see continued challenges for everyone as we remain in the clutches of the COVID-19 pandemic for the foreseeable future. To say that forecasting for 2021 is challenging is a bit of an understatement as we currently live in such uncertain times. No matter what the year brings, we will use this time to continue to pivot 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 2021 are cautious, as we strive to continue the implementation of our five Strategic Pillars that were mentioned earlier. We will begin by rebranding ourselves that includes 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 we will continue on our path to provide an excellent and elevated visitor experience. 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 use this time 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.

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 tie into the City of Oshawa's Strategic Plan 2015-2019, *Our Focus, Our Future* and the Oshawa Arts, Culture & Heritage Plan, *Culture Counts*.

Contact Information

Laura Mountjoy, Executive Director

laura.mountjoy@parkwoodestate.com

905-433-4311

416-918-5385 (cell)

Board of Directors

Bob Pinkney	President
Ivano Labricciosa	Vice- President
Pat Rudka	Secretary
Neil Raja	Treasurer
City Councillor Tito-Dante Marimpietri	Member
Max Lysyk	Member
Steve Deveaux	Member
Diana Kirk	Member
Justin Landry	Member
Aleya MacFayden	Member
Niko Anastassakis	Member
Lindsay Temple	Member