

Corporation of the City of Oshawa
2025 Budget
External Agency – The Parkwood Foundation

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The Parkwood Foundation 2025 Budget and Business Plan

**Prepared for: The City of Oshawa
October 2024**



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The Parkwood Foundation would like, once again this year, to extend our utmost appreciation to the City of Oshawa, Council and the staff, 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 2025. The past year we have seen some new and different challenges as it seems that competition has never been more fierce for the tourism dollar. We are continuing to focus on providing an exceptional experience for guests, ways to promote cross tourism at multiple sites in Oshawa and drive visitors to our Parkwood and the City of Oshawa. Our goal as it has been for the past few years, was to continue to provide a wide array of events that appeal to a diverse population, reflective of our community in a way that provides an exceptional visitor experience, access to our grounds, and drive revenue to continue to invest in our asset. As always, it is very important to us that we continue to ensure our grounds were accessible to the community, so guests can enjoy the important mental health benefits they provide, and we can be a place where people can reset and recharge 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 2025.

Mission Statement and Values

2024 saw the beginning of our new 5-year strategic plan, and a component of this was to create new mission and vision statements. We are proud to share these with you.

Mission: We preserve the rich history of Parkwood National Historic Site, while educating visitors on the McLaughlin family legacy. More than a museum, Parkwood is a living story that offers the community extraordinary experiences that embrace the past and inspire the future

Values: Integrity, heritage, authenticity, quality, community

Internal Positioning Statement

Parkwood National Historic Site 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.

2024 Accomplishments

We were very excited to complete the first year Working under our new 5-year strategic plan. This plan was developed in consultation with the Board of Directors, and an external facilitator. 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 have established goals, objectives, tasks and deadlines for each strategic priority.



Strategic Pillar #1: Community Impact

Parkwood aims to become the indispensable connective tissue that keeps the Durham community together. We need to create a plan to deepen our relationships, engagement and impact within the community, in turn increasing the sustainability of Parkwood. The key goals we are working towards under this pillar are;

1. Increased Reach of 10% in visitors each year on tours and through event participation
2. Enhanced Community Relationships
3. Corporate Alignment

Parkwood Tourism & Programming

With the increased awareness we have been receiving, Parkwood was ready with an extensive line up of exciting programs and events for our guests. . Our goal is always to provide a first-class experience, drive revenue and keep up our relevance as a hub within the community. With over **124** workshops and **6** 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, the annual Gala Dinner, Beer Fest, Wine & Chocolate, String Art, Markets on the Lawn, Paint Night in the Formal Garden, Mother's Day or Christmas Tea in the mansion, picnics on the lawn, fall planter workshops, stained glass, Whiskey & Charcuterie, or a cooking in the kitchen event, there was a reason for everyone to visit Parkwood multiple times!

We are thrilled that participation in our 2024 event schedule increased by 39% over 2023.

Specialty Tours

In addition to our regular tour, we achieved our goal of offering 8 specialty tours, with a different one being offered every other month. This goal of these tours is to tell our stories, and provide multiple opportunities for guests to visit Parkwood again and again and experience something different.

- Auto-Baron Tours (primary tour)
- Parkwood Behind the Scenes, Movie Tours
- Basement Tours
- Servants Tours
- Christmas Tours
- Greenhouse Tours
- Private Spaces Tours
- World War II Tours
- Garden Tours

Community Partnerships

Parkwood continued to participate in quarterly meetings with local ED's in the Oshawa community looking at new ways to partner and support one another. In addition, continued our participation in the Oshawa Tourism Committee, and a Durham wide ED Group that is working to promote inclusion and participation by Durham residents in local charities. Our ED hosts a Canadian ED group that has over 750 members, along with participation in 4 museum groups. All of this helps us with our awareness and reach into the community and the cultural sector.

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 Cemetery. The plots and headstones were gifted to the Veterans by George & R.S. McLaughlin.

Parkwood is proud to enter its 8th year working with the Durham Master Gardeners and the Oshawa Garden Club, to continue to evolve and deepen the historical significance of gardens. In the past year we completed the 5-year project to restore our tennis court gardens, and we are excited about the next project ~ restoration of the lilac grove gardens.

In addition to strengthening the above relationships, our focus moving forward is to deepen relationships with Parks Canada, the Ministry of Heritage & Culture, Lakeridge Health and General Motors Canada.

Strategic Pillar #2: Visitor Engagement

Parkwood needs to become the hub of the Durham Region. We strive to become the destination of choice, providing excellent customer service, enhanced accessibility and top of mind awareness for a WOW experience. In 2024 here are some of the objectives we accomplished.

Visitor Mapping: This year we gathered our staff and volunteers together to move further though the tasks we identified through the extensive exercises and process of Visitor Mapping. The purpose was not only to gain the perspective of our visitors, but to understand what we are doing well and what areas may need improvement. Through this session we gained a great deal of new ideas and learnings that we are working to integrate into our daily operations. Visitor Mapping will become an annual way of looking at how we function as an organization, move people through Parkwood and provide the best experience possible.

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 2024 we were proud to launch and roll out our new logo and collaterals with our new brand personality in mind. (this included but was not limited to new brochures, business cards, website updates, and moving forward into 2025 we will focus on signage around the property)

- We continued investing in **Search Engine Optimization (SEO)** 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, things to do in Oshawa, etc.)
- ***Parkwood went viral, again!***
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 2.9 million views on Parkwood in a one-month period this summer!
- Our recently developed social media strategy was unveiled this year, and we are seeing great success with over 20,000 followers on Instagram, and 14,000 followers on Facebook!
- We are focusing our efforts on creating a stronger awareness for our Gift Shop, which included a focus on facebook ads, social post boosts, online facebook parties, Friends & Family sales, and general awareness through additional multiple avenues.

- We are proud and honoured that Parkwood has been nominated for several awards in 2024:

Clarington Readers Choice Awards - announced Oct 7

- Diamond Award for Best Day Trip Destination
- Diamond Award for Best Museum
- Diamond Award for Restaurant with a View

Oshawa/Whitby Readers Choice Awards announced Oct 7

- Diamond Award for Best Day Trip Destination
- Diamond Award for Best Museum
- Diamond Award for Best Local Tourist Attraction
- Diamond Award for Wedding Facility/Venue
- Diamond Award for Restaurant with a View

- 4.6-star review on **Google reviews** (over 1058 reviews)
- #1 rated on **Trip Advisor** “Things to do in Oshawa”, and rated 4.6 out of 470 reviews
- **Tripadvisor Traveller’s Choice Award 2024** (in the top 10% of destinations reviewed worldwide)
- One of the **Threebestrated.ca** landmarks in Oshawa with a 5-star review for the 8th year in a row

- In order to continue to find ways to allow visitors to our Gift Shop the best experience possible, we re-designed and rebuilt our online store. This will allow visitors a much more user friendly and engaging experience whether they are shopping online or in-person. Our team members continued to receive enhanced customer service and conflict resolution training as a way to ensure that on a regular basis we are providing excellent service to our visitors representing Parkwood and the City of Oshawa in the best possible manner.
- In 2025 the focus for the Marketing Committee will continue to be:
 - The creation of a more strategic approach to address advertising campaigns with the goal of driving traffic. This will include specialty tours, programming and fundraising events, especially as they relate to the changing demographics of Oshawa.
 - 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-fencing/locating 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.

- Increased presence online for the Parkwood Gift Shop to drive traffic to the shop (in person and online)
- Updated signage on the property, with our new logo and brand personality reflected.
- As a way to engage youth and connect to the community we coordinated several summer youth volunteer days with over 620 total hours of participation!
- **Inclusiveness & Accessibility:**

To ensure Parkwood is more inclusive and accessible we had scheduled a series of meetings with a consulting firm to determine ways in which Parkwood can be more accessible to those with physical challenges, language barriers, and more. We have had recently established an Accessibility Committee whose focus will be to identify, short-term, mid-term and long-term 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 and the Accessibility of the City of Oshawa, so we can become more aware of accessibility challenges.

2024 presented many interactions for our team with members of the public who were struggling with mental health challenges. This led us to continue our team training on best ways to deal with individuals experiencing mental health challenges, keeping Parkwood guests safe, while managing situations in a way that allows for respect and dignity of the individual

- We have been searching for funding for the past year or two, and we are going to try again in 2025. Our goal is 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.

Strategic Pillar #3: Team Experience

Our volunteers and team are the cornerstone of Parkwood's success. We need to provide an open, inclusive, non-discriminatory workplace where every team member feels valued and heard, and can feel connected to the team and to the organization while continuing to develop and contribute with pride. We have made this a strong focus for the past few years, however in 2024 we made this a strong focus to ensure our success into the future. Our goals for 2025 continue along this path and include:

- The continued creation of a fun and safe environment for our team
- Continuing to develop opportunities for 3 key learnings for each of the team members

- Create a comprehensive Volunteer Recruitment, Retention and Orientation strategy
- Enhance opportunities for employee feedback to help measure satisfaction
- Succession planning strategies for our senior team and Board of Directors

An additional focus in 2024 was the addition of 1 more HRP professional to our HR Committee, and we are pleased to have achieved that goal!

Strategic Pillar #4: Continuous Improvement

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 2024 Projects:

- Extra support in the garden for needed root feeding, mulch, tree pruning, etc.
- Painting maintenance in the house
- Updating more grounds equipment to electric
- Chiller maintenance and repair
- Extensive repairs and upgrades to the HVAC system and outdated software
- Working with the Durham Master Gardeners and the Oshawa Garden Club, we completed the restoration of the large tennis court gardens back to their historic intent and plantings.
- Restoration of the six garden beds in our Sunken Gardens
- Beginning stages of the restoration of the lilac garden located adjacent to the tennis court gardens
- Changes to the irrigation system to include the summerhouse, south lawn and upper terrace area
- Continued masonry work around the grounds
- Repair soffit, fascia and tiles on additional roof areas where animals have caused damage
- Maintenance and glazing work on the Vinery Greenhouse
- Enhanced pest control at the Tea House to attempt to address the ongoing wasp problems at the Tea House in late summer
- Digitization of over 1,000 blueprints
- New flat roof installed on the Gardener's Lodge
- New porch (built to historic specs) on the Gardeners Lodge
- Restoration of two historic grates in the Italian and Lodge areas.

2025 will see the continuation of investing in Parkwood to ensure its sustainability, viability and guest experience. The list of projects has already been identified and prioritized.

Capital Projects

In the past 7 years Parkwood has continued to invest any excess revenue or grant funding 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!

Strategic Pillar #5: Financial Sustainability

Sustainability through diversity 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) Our focus in 2025 will be grant applications to support all of the ongoing projects that have been identified.

Parkwood Studios 2024 was a quiet year for Parkwood in terms of filming activity as a result of the fallout from the multiple industry strikes. Filming seemed to pick up towards the end of 2024, and all signs point to a busier filming year in 2025. In 2024 we welcomed 5 productions, that spent 22 days onsite in Oshawa, with approximately 165 film staff in attendance.

- Murdock Mysteries – Netflix Series
- The Way Home – Hallmark Series – 3 visits

Parkwood was pleased to partner with Film Durham on a Co-Branding Agreement whose purpose is to promote Durham's Film Industry.

Weddings and photography

Parkwood was a popular destination of choice for wedding ceremonies and photography in 2024. In an effort to drive more traffic to Parkwood (and the city) we held our 3rd Annual Photographer's Open House focusing on photographers outside of the Durham Region. Over 71 companies attended, 46 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. In 2024 our photography permits increased by over 158%, and were so pleased to see increased diversity in guests who are booking these passes. Our plan is to continue to enhance and expand this experience to ensure long-term viability, and as a way to ensure the best visitor experience possible, along with continuing to strengthen this revenue stream, we have brought photography back in-house through the addition of our Photo Pass Coordinator. This was a move from an external to an internal position, so there was negligible additional cost, but the possibilities are greater on what we can do with someone onsite.

Tea House

The Tea House continued to be an exceptionally popular destination once again this summer. ***Between 2020 and 2024, we increased visitors at the Tea House by an astounding 176%***

At the start of the season we added 4 additional tables, and a summer student that acted as an Ambassador 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 10,126 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.

SWOT Analysis

Strengths	<ul style="list-style-type: none"> • Strong social media following • Exceptional historic resources • 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, Region & 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, photography, weddings & corporate events • Geographically accessible • Financially 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 • Gift Shop evolution • Establishment of Accessibility Committee
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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 • Operating and capital challenges not well-understood, particularly the higher costs and standards required of heritage preservation and presentation • Insufficient financial resources – operating, capital • Lack of awareness among younger generation (we have made progress in the past few years in this area however it continues to be an area we must focus on) • 2nd floor not wheelchair accessible & overall accessibility in certain areas • 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 • School/group tours • Partnership opportunities with other local organizations • Online and in-person store • Opportunities for an App for the gardens and parts of the mansion • Opportunity for a community app to tell the story of the McLaughlin Family, 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 • Plans for the new building in the Rose Garden area • Applications for use of technology to engage visitors on a different level (augmented reality) • Grant funding in arts & culture space
Threats	<ul style="list-style-type: none"> • Deferral of capital reinvestment (further estimated projects about \$ 2.4 million – the list continues to expand as we look to complete the necessary projects) • Relevance (museum may be seen as old or stuffy, although we are working hard to change this mindset) • Funding/Revenue streams decrease • Public stops visiting museum/events • Cost of living is high, people do not have as much discretionary spending • Staff turnover

Agency Objective 1	Community Impact			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	<i>City of Oshawa Draft Strategic Plan 2024-2027, Innovate Belong Care Lead</i> <i>Innovate</i> <i>Belong</i> <i>Lead</i>			
Strategies	<ol style="list-style-type: none"> 1. <i>Increased participation in events/tours</i> 2. <i>Enhanced Relationships</i> 3. <i>Corporate Relationships</i> 			
Responsibility	<i>Board of Directors, Executive Director, Marketing Committee</i>			
Supporting Partners	<i>Event Team, Marketing Committee, Strategic Planning Committee, Community Partners</i>			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
Create list of 2025 events to include additional 10% visitors on each event/tour	Q4 2024	Event plan meeting to research and establish event & tour list	Date is set for the session Agenda established	2025 Plan is established
Create plan for better awareness to the community	Q1 2025	Work with Marketing Committee to develop a strategy	Date is set for meeting Research on best practices	3-5 ideas from this plan are implemented
Enhanced relationships with City	Q1 2025	Continue to meet with staff at City of Oshawa (annual meeting with CAO, Accessibility Coordinator, etc.)	Date set for meetings Presentation to City Council	Q2 2025 Council has a deeper understanding of our priorities and completed projects
Enhanced relationships with Community Partners	Ongoing	Establish meetings with Lakeridge, and 10 new potential partners	Research completed to identify	5 new partnerships created

			organizations to meet with	
New Resource Requirements (if any)				
<i>Research on best practices for marketing and awareness, board support, peer support, community support to create connections for meetings.</i>				
Outcomes/Benefits Per Objective				
<i>Ensure that through a diverse set of events and tours Parkwood remains relevant to our Community and continues to draw visitors from all cultural communities, and that we are accessible to all.</i>				
Agency Objective 2	Visitor Experience			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	City of Oshawa Draft Strategic Plan 2024-2027, Innovate Belong Care Lead			
	<i>Innovate</i>			
	<i>Belong</i>			
	<i>Lead</i>			
Strategies	<ol style="list-style-type: none"> 1. <i>Visual Identity</i> 2. <i>Richness of the Experience</i> 3. <i>Increased Accessibility</i> 			
Responsibility	<i>Executive Director</i>			
Supporting Partners	<i>Brand Ambition, Marketing Committee, City of Oshawa</i>			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
Rollout new digital collaterals and sequence of which ones to take on this year have been identified	Q1 2025	ED & Marketing Committee to develop plan to roll out new digital materials approved by the Board	New collaterals introduced to the community and all board and staff	All new digital collaterals on list rolled out
New signage for Parkwood	Q4 2025	Source wayfinding expert to help plan property signage, utilizing best practices for the visitor experience	Parkwood has a cohesive new look	All signage in place on property
	Q4 2025	Develop RFP for new website	RFP distributed to 3 local vendors	Consultant identified

Enhanced user friendly/accessible website	Q1 2025	Meeting with staff to identify key results from the session	List created and agreed upon by staff of areas to focus on	New website live
Implementation of results from the 2 nd annual Visitor Mapping Session	Ongoing	Connect with Durham Deaf Services and Trent University to create a plan to use interpreters for Auto Baron Tour	New tour created and implemented monthly beginning Q3	Implement 10 suggested changes
Increased Accessibility	Ongoing	Connect with CNIB to establish best ways to ensure accessibility for those with visual challenges	List created and approved by Board	Increased satisfaction with deaf visitors by 80%
		Connect with City of Oshawa Accessibility Coordinator and Abilities Centre to determine which best practices can be implemented for better accessibility	List created and approved by Board	Implement 3 suggested changes
		Connect with City of Oshawa Accessibility Coordinator and Abilities Centre to determine which best practices can be implemented for better accessibility	Meet with Board to review and approve list of potential changes	Implement minimum of 3-5 suggested changes
		Alt-text for all products on online Gift Shop	All products in the online store tagged properly with alt-text	100% satisfaction from those with visual difficulties when using site.
New Resource Requirements (if any)				
<i>CNIB, Trent University, Durham Deaf Services, City of Oshawa, External Marketing Agency, Signage Specialist, City of Oshawa, Accessibility Coordinator, CNIB, Trent University, Graphic Designer, Language Translators, Federal Government, Accessibility Canada, Abilities Centre</i>				
Outcomes/Benefits Per Objective				

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, this work will provide our visitors with a “WOW” experience.

Agency Objective 3	Team Experience			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	City of Oshawa Draft Strategic Plan 2024-2027, Innovate Belong Care Lead			
	<i>Belong</i>			
Strategies	<i>Care</i>			
	<i>Lead</i>			
Responsibility	<i>Executive Director</i>			
Supporting Partners	<i>Staff, HR Committee, Board of Directors</i>			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
Establish a strong HR foundation by creating 3 new employee development programs	Q4 2025	Develop succession plan for next level of team members (senior leaders completed)	Meet with team members to learn key components for each position	Succession Plans created for each position, including timeline of work for each position
	Q3 2025	Create a performance development program	Meetings set with HR Committee to research and develop the program	
Establish a baseline on employee engagement (Employee engagement survey)	Q1 2025	Determine the goals of the engagement survey, the platform to be utilized and roll out the anonymous survey	Questions identified	Survey completed and results shared with Board and Team. 3 goals for improvement implemented
			Survey created	

Increase learning and development opportunities by 3 new learnings per year for each employee	Q2	ED to establish a list of opportunities for each staff member	Plan presented to staff and individuals select learnings	Each employee completes 3 new development learnings during the year
New Resource Requirements (if any)				
<i>External staff survey organization</i>				
Outcomes/Benefits Per Objective				
<i>Long-term engaged staff who are eager to develop and stay committed to the Parkwood team and enjoy their daily experience of coming to work.</i>				

Agency Objective 4	Continuous Improvement			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	<i>City of Oshawa Draft Strategic Plan 2024-2027, Innovate Belong Care Lead</i>			
	<i>Innovate</i> <i>Belong</i> <i>Lead</i>			
Strategies	<ol style="list-style-type: none"> <i>1. Develop Board Succession plan</i> <i>2. Improved Board Governance</i> <i>3. Invest in physical property and appearance</i> 			
Responsibility	<i>Executive Director, Staff, Marketing Committee</i>			
Supporting Partners	<i>ED, PPP Committee, HR Committee, Executive Committee</i>			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
Develop succession plan for Board Member	Q3 2025	Create Board Matrix to proactively prepare for turnover by identifying term cycles and matrix gaps for future recruitment	Matrix is drafted, approved by Board and sent to Board members for completion	Gaps identified along with terms of office and resulting succession plan.

Develop recruitment and retention strategy for Board members	Q2 2024	Executive Committee working to create strategy	All Board members interviewed for feedback	2 new board members recruited
Ensure proper board governance	Ongoing	Develop list of training opportunities and education sessions for Board members	Exec Committee to oversee the execution of the trainings	Monthly sessions delivered to the Board
Develop future list of PPP projects	Q1 2025	Brainstorming session to take place with the team and Board in Q1 to establish updated list	List will be broken down into short term, medium term, long terms projects in the categories of conservation, maintenance, capital investment and brand experience	6 new PPP Projects completed by Q4 2025
New Resource Requirements (if any)				
Contractors, trade specialists				
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.</i>				

Agency Objective 5	Financial Sustainability			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	<i>City of Oshawa Draft Strategic Plan 2024-2027, Innovate Belong Care Lead</i> <i>Innovate</i> <i>Belong</i> <i>Lead</i>			
Strategies	<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, Staff & Volunteer Committee</i>			
Supporting Partners	<i>Film Location Scouts</i>			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
Enhanced pool of grants to draw from	Q1 2025	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 2025
Set up all events on website and online booking system	Q1 2025	Gather all information, pricing, collateral images to be placed online	All events live on FareHarbor	Q1 2025 and ongoing as new events are added
Continue to strengthen relationships with Location Scouts & Region of Durham Film Office	Ongoing	Meeting dates established and agendas to be circulated	Host monthly Film Committees during the year	Q1/2/3/4 2024
Establish Film Committee with industry contact	Q2 2025	Terms of Reference Established for Committee	Terms of Reference approved by Film Committee and Board of Directors	Q3 2025

		Quarterly meetings established	Meeting held each quarter	Q/2/3/4 2025
New Resource Requirements (if any)				
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>				

Resource Requirements

The 2024 budget projects a deficit of \$31,280.

2025 Objectives & Conclusion

We are excited about what 2025 will bring to Parkwood with some of the key projects over the past few years beginning to see benefits. After the re-emergence of life after COVID-19, we all have to learn to work and live differently. We have found the continuing need to pivot, in that the way we do business is still continuing to evolve; new ways have emerged and some of the old ways have disappeared. No matter what the year brings, we will continue to evolve as an organization to ensure we continue to create foundational building blocks, enhance our visitor experience and create sustainable revenue streams to support the Estate and grounds. The team, volunteers and members of the Board have worked hard over the past few years modernizing our operations, evolving our business best practices, enhancing and growing our team, developing new lines of business to try to ensure that Parkwood is a memory worth revisiting. It continues to be our priority to focus on transparency, awareness, sustainability and inclusiveness.

Our plans for 2025 are exciting and we have moved from the previous few years of cautious optimism to one of “pushing forward” and “diving back in”. With the success of our events these past three years, 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 property signage 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. With the addition of our World War II tour, 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 2024-2028 Strategic Plan, which tie into the City of Oshawa’s Draft Strategic Plan 2024-2027, *Innovate | Belong | Care | Lead*

With continued thanks and appreciation.

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2025 Operating Budget

See attached budget document

Variance Explanations:

2024 Variance Explanations:

- **Personnel Cost:** To stay in line with our strategic plan to create a hub for the community, our 2024 plan calls for bringing our photography and wedding coordination back in house. This will allow us to grow this line item, thereby introducing more people to Parkwood. Most of this salary was covered by what we were paying to an external group, the variance is what we had to cover. In addition we have scheduled more workshops and events which requires more staff and security time on the property.
- **Maintenance and Repairs:** This line exceeds what we had planned to budget as a result of our continuing commitment to fix the Infrastructure at Parkwood. Some of these funds come from our investments, some are covered by grant funding, and some from within our planned budget, which we went over this year by the variance you see in the numbers.

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 more grounds equipment to electric
- Chiller maintenance and repair
- Extensive repairs and upgrades to the HVAC system and outdated software
- Working with the Durham Master Gardeners and the Oshawa Garden Club, we completed the restoration of the large tennis court gardens back to their historic intent and plantings.
- Restoration of the six garden beds in our Sunken Gardens
- Beginning stages of the restoration of the lilac garden located adjacent to the tennis court gardens
- Changes to the irrigation system to include the summerhouse, south lawn and upper terrace area
- Continued masonry work around the grounds
- Repair soffit, fascia and tiles on additional roof areas where animals have caused damage
- Maintenance and glazing work on the Vinery Greenhouse
- Enhanced pest control at the Tea House to attempt to address the ongoing wasp problems at the Tea House in late summer
- Digitization of over 1,000 blueprints
- New flat roof installed on the Gardener's Lodge

- New porch (built to historic specs) on the Gardeners Lodge
- Restoration of two historic grates in the Italian and Lodge areas.
- **Agency Generated Revenue:** Slight decrease was due to the reduced film revenue. Although we made up much of that difference in more events, we did see a hit to our bottom line to a small degree.

2025 Variance Explanations

- **Personnel Cost:** To stay in line with our strategic plan to create a hub for the community, our 2025 plan calls for bringing in a Digital Media Coordinator to handle all of our social media, digital media and marketing. As a front facing organization dealing with the public this will us to create dialogues with the public, and create enticing campaigns to continue to help create awareness and drive traffic.
- **Program and Office Supplies:** Continued programming for the public, and artefact conservation is a priority for 2025. 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 2024.
- **Maintenance and Repairs:** This is cost for general maintenance, repairs, horticulture supplies, is expected to increase a small amount this year. Parkwood is a big place and if we want to continue to be relevant to the community, a hub and a place visitors want to visit we need to ensure we keep a high standard and that all things are working. We are still dealing with deferred maintenance from 20 years ago that was never completed, but that we have spent the past 8 years working away at!
- **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. Once again will understand this may be optimistic and we will be watching this line item very carefully.



The Corporation of the City of Oshawa
2025/2026 Operating Budget
Parkwood Foundation

Description	2024 Projected Actuals	2024 Approved Budget	2025 Proposed Budget	2025-2024 Variance \$'s	2025-2024 Variance %	2026 Proposed Forecast	2026-2025 Variance \$'s	2026-2025 Variance %
Personnel Costs	872,000	840,000	900,000	60,000	7.1	910,000	10,000	1.1
Program and Office Supplies	79,500	80,000	82,000	2,000	2.5	85,000	3,000	3.7
Professional Services	135,000	135,000	135,000	-	-	138,000	3,000	2.2
Maintenance and Repairs	160,000	150,000	170,000	20,000	13.3	175,000	5,000	2.9
Utilities				-			-	
Contributions and Financial Charges				-			-	
Agency Generated Revenue	(845,000)	(860,000)	(900,000)	(40,000)	4.7	(930,000)	(30,000)	3.3
City of Oshawa Grants	(325,000)	(325,000)	(325,000)	-	-	(325,000)	-	-
Total Parkwood Foundation	76,500	20,000	62,000	42,000	210.0	53,000	(9,000)	(14.5)

Variance Explanations:

See details in the 2025 Business Plan.
thank you for your support!