REPORT TO THE COMMISSION

RE: Summary of Decisions from June 23, 2017 and July 21, 2017 Commission Meetings

RECOMMENDATION(S)

For the information of the Commission.

OVERVIEW

Below is a synopsis of the resolutions that were passed at the closed Commission meetings of June 23, 2017 and July 21, 2017:

June 23, 2017

Event Fee Waiving Requests

That the Commission:

- 1. Approve the request made by Desiree's Angel's "Victims for a New Start" to waive the venue fees in the amount of \$400 associated with hosting the event called "Desiree's Ride" on September 9, 2017; and,
- 2. Approve the request made by the Hungarian Community of Canada to waive the \$400 performance fee associated with the Children's Philharmonia concert request for the event to be held on July 4, 2017

Aboriginal Multimedia Event

That the Commission:

- 1. Approve the Niagara Parks Commission's participation in hosting a new cultural initiative: a multimedia show called "Rumble: The Concert" to Niagara Falls;
- 2. Approve a financial contribution in the amount of \$20,000 towards the initiative;
- 3. Approve the use of Oakes Garden Theater on August 19, 2017 from 8:00 pm to 10:00 pm as the venue for hosting the "Rumble: The Concert" event;
- 4. Authorize staff to develop the Standard Event Agreement with the Event Organizers for the Chair and CEO to execute on behalf of the NPC.

Banking Resolution

That the Commission approve the Banking Resolution attached as Appendix A to the report.

Periodic Review of Internal Audit Charter

That the Commission reviews and approves the revised and updated Internal Audit Charter (Appendix A) as per the Finance and Audit Committee Terms of Reference.

Niagara Falls New Year's Eve 2017/18

That the Commission:

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- a) Receive this report regarding the request by Niagara Falls tourism stakeholders to establish a ticketed area and to charge spectators a minimum of \$20 per person for the annual New Year's Eve show that takes place in Niagara Parks Queen Victoria Park;
- b) Authorize NPC staff to send correspondence on behalf of Niagara Parks to stakeholders that:
 - a. Reiterates Niagara Parks' support for the annual New Year's Eve event;
 - b. Outlines Niagara Parks' position that offering free access to events in Niagara Parks aligns with Niagara Parks' mandate; and,
 - c. That Niagara Parks does not support establishing a ticketed area nor a general admission charge for the New Year's Eve event at this time.

Niagara Parks Marina Procurement Update

That the Commission:

- 1. Engage the retained technical expertise (legal, fairness, financial), along with the NPC Chair, Vice Chair, Finance & Audit Committee Chair and the CEO, to complete the evaluation of the BAFO and Final Ranking of Proponents; and
- 2. At the conclusion of the evaluation process, the Commission evaluation team will bring the recommendation of the highest scoring Proponent, subject to satisfactory reference checks and the express and implied rights of the NPC, to the earliest Commission meeting for consideration.

Table Rock Redevelopment

That the Commission:

- a) Receive this report as an update on the Table Rock redevelopment plan, one of the deliverables in NPC's 2017/18 business plan and alignment with the 2018-2028 Strategic Plan;
- b) Approve the project timeline that includes a phased development approach over three fiscal years (2017/18, 2018/19 and 2019/20), with phase one scope of work to include:
 - a. Develop overall concept and design plan for the whole Table Rock complex
 - b. Redevelop north retail store
 - c. Refresh Elements on the Falls Restaurant
 - d. Update key visitor areas within the Journey Behind the Falls attraction including visitor washrooms
 - e. Complete renovation of the Welcome Centre in the lower grand hall
 - f. Procurement of Wine retail store
- c) Authorize staff to procure design consulting services in order to develop an overall concept and design plan for the Table Rock Complex, and that the scope of work

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include architectural, mechanical, accessibility, lighting, retail, culinary and signage/wayfinding;

- d) Authorize staff to procure financial advisory services to develop a financial plan for the three-year redevelopment plan for Table Rock and that the financial plan include a return on investment/return on capital analysis;
- e) Approve the NPC to procure, through a request for proposal process, a wine retail store through a lease agreement, to be located in the Table Rock complex, as a revenue generating opportunity (RGO), and direct staff to report back for approval on the business case for the wine store; and
- f) Direct staff to report back to the Finance and Audit Committee at its October 2017 meeting with outcomes from these recommendations and to seek further approval to implement the first phase of the redevelopment plan.

July 21, 2017

Niagara Parks Strategic Plan 2018 – 2028 and Strategic Priorities

That the Commission approve the Niagara Parks Strategic Plan 2018 – 2028 and 10, 5, 3, 1 – Year Strategic Priorities.

Telecommunications Tower

That the Commission approve NPC not pursue the installation of telecommunications towers on NPC property as a Revenue Generating Opportunity at this time.

Oak Hall Bay Window

That the Commission approve:

- a) The Oak Hall bay window be restored to maintain its heritage integrity, as outlined through the recommendation of the project's Structural Heritage Engineer; and,
- b) Finance and Engineering staff be authorized to re-allocate \$90,000 in NPC's 2017/18 capital budget to fund and complete the additional work required on the bay window.

Risk Assessment Evaluation

That the Commission approve the Risk Report for submission to the Province.

Presented by Chief Executive C	Officer:	
	14th	
Reegan McCullough	1900	Date: August 11/17

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BUSINESS HIGHLIGHTS REPORT

Research & Development

 Parks staff attended a tour at the Toronto Zoo to review their waste and recycling programs for waste management. A tour at Canada's Wonderland is also being arranged to review their waste and recycling operations.

 □ A new Trail Classification system is being implemented at the Niagara Glen. New trail blazes and updated trail maps have been developed for installation at the Niagara Glen.



















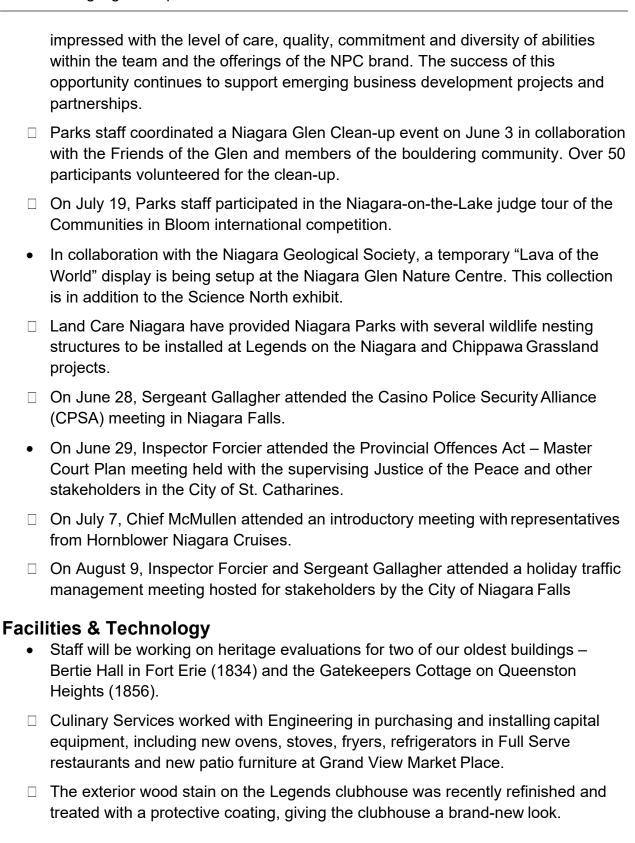
- □ NPC staff coordinated a bat research monitoring project in collaboration with the Niagara Peninsula Conservation Authority. There have been five species of bats detected at Dufferin Islands.
- Parks staff received a demonstration at Rapidsview Parking lot of the new Willy compact multi-use unit. The unit's wire brush successfully removes weeds growing in interlock.
- An NPC staff member was assigned to work a night shift to help deter deer activity at the Botanical Garden's main garden area. Deer management options are under review to prevent further damage to collections.
- □ NPC staff attended the annual Dusky Salamander Species at Risk Recovery Team meeting on June 8.
- □ The archaeology field school at Old Fort Erie came to a close this year with a well attended presentation on current and past archaeological digs. Dr. Robert MacDonald recounted his work on the Snake Hill dig in 1987 as we marked the 30th anniversary. Dr. John Triggs provided an outline of the work of his staff and students over four years of their field school.
- □ Culinary Services continues to monitor product mix reports to analyze menu trends as well as monitor both in house and online comments and make menu adjustments and take corrective action as required.
- □ Researching ideas in support of the RFP for the Table Rock Redevelopment initiative for all Culinary Services venues in both Full Serve and Quick Serve.
- ☐ Emerald Ash tree removal and clean-up is continuing at Legends on the Niagara and Whirlpool Golf Courses.

Human Resources

	Human Resources staff attended department meetings to provide support of business partners for organizational design, succession, performance management, investigations and employee engagement.
	An analysis of Bill 148 was undertaken including the anticipated impact on NPC; the new Anti-Racism Act 2017 was also reviewed and staff are awaiting regulations outlining specific requirements.
	Staff participated in strategic planning sessions to develop human resource tactics to meet the strategic initiatives established by the Board for the 10-year Strategic Plan.
	The multi-year Accessibility plan relating to the Employment Standard was reviewed and updated.
	2017 mid-year staff appraisal process was completed with a 95% return rate. Follow-up is underway regarding any outstanding appraisals.
	Human Resources records management team members participated in an RFI process demonstrating Enterprise Content Management systems.
	A Payroll/Human Resources team continues to work with managers and supervisors on implementation and application of the new ADP payroll/time and attendance system.
	Human Resources staff assisted in a review of Directors and Officers insurance coverage as well Side A insurance for employees.
	Implementation of Employee Survey Action Plans are well underway.
	Exposure and Cross-training plans were reviewed for Human Resource staff learning and development.
•	Human Resources met with the Marketing and Digital Media staff to assess NPC's recruitment efforts and how they can be improved and enhanced through better use of social media.
	Staff participated in ARM procurement training; procurements were completed for First Aid/CPR/AED and Mental Health First Aid.
	Staff finalized plans for the next Supervisory training series through the Brock University Goodman School of Business.
	To date in 2017, there have been 7,525 registrations for courses, modules and required policy/procedure review through the Learning Management System.

		Human Resources staff has commenced the process of reviewing and documenting procedures as the result of new technology implementation.	
		The Instructor/Curator of the Vegetable, Herb and Rose Gardens position was successfully filled at the School of Horticulture.	
		The Lead Hand positions at the Niagara Glen Nature Centre and Queen Victoria Park were filled by existing NPC employees.	
		Parks staff attended training courses and workshops including: Advanced Requisition Management training, Nature Exchange training by Science North, and Ontario Wetland Evaluation System workshop.	
Pa	rtr	nerships	
		Working with the Chippawa Legion, the Chippawa Citizens committee and the City of Niagara Falls Museums, NPC hosted the annual Chippawa Battlefield commemoration.	
		Sales Staff attended the following:	
		 July 12-14 – Canadian Society of Association Executives Summit (CSAE), Allison, ON 	
		 July 16-21 – Canadian Inbound Tourism, Asia Pacific (CITAP), Vancouver, BC 	
		 August 12-16 – American Society of Association Executives (ASAE), Toronto, ON 	
	•	Culinary Services worked with Niagara Falls Tourism on a Welcome Reception for "Les Clubs Des Chefs Des Chefs" at Table Rock with a Taste of Place reception and photo opportunity on July 18, 2017.	
		Legends on the Niagara met the Audubon Cooperative Sanctuary Re- Certification requirements and is waiting for the official recertification. This season Whirlpool Golf Course will be applying for two additional categories towards the Audubon program including naturalized areas and bird boxes.	
		The 2017/18 Niagara River Coastal Wetland Restoration Project has been completed.	
	•	American Public Gardens Association – 2017 Educational Conference and the Niagara Day: the June 19-24 Conference was a very successful demonstration of the NPC team abilities to provide leadership in horticulture, entertainment and guest services. In particular, the Niagara Day hosted over 500 delegates to tours	

of five operational initiatives and programs which culminated into the evening dinner at the newly renovated Oakes Garden Theatre. Guests were incredibly



☐ The Rooted in Legacy component of the Ontario 150 program has been completed. A total of 12 distinct gardens were designated. A Pollinator Garden Route brochure was created to tell the story of how important native wildflower and shrub habitats are for pollinators and to show visitors first-hand the variation of garden types from formal manicured to natural designs. NPC staff collectively assisted with the redevelopment of the Niagara Glen Nature Centre and the installation of the Nature Exchange Exhibit. The official launch date was held on July 21, 2017. Staff have already commented on how popular it's becoming with visitors and locals alike. Since the official opening, there have been 290 trades registered in 10 days and 282 exchanges conducted. For comparison, the well-established Science North Nature Exchange with its 60,000 members registered 500 trades for the month of July. ☐ Trail counter data continues to be collected from the Niagara Glen stairs, followed by monthly trail user reports. A total of 29,998 visitors used the trails between June and July this year, compared to 34,962 visitors during the same period in 2016. Floral Showhouse – On June 16, 2017 the Garden Store was moved from its existing location at the front of the reception building to the north side of the reception building to open up space and create a more welcoming entry. ☐ The first year of the Chippawa Grassland Bird Habitat Project has been completed. Final site preparations and seeding with native grassland species on over 60 acres of former agriculture land occurred in June 2017, meeting the requirement of GE Canada. Seed germination is already occurring. On July 28, the Life on Display exhibit village officially opened on the grounds of the Floral Showhouse featuring both lifelike representations of landmarks found in Ontario, as well as abstract and imaginative reinterpretations of architectural heritage detail found in this province. The exhibit benefited from the provincial government's Ontario150 Funding Program. A redesign of the parking lot at the Nature Glen centre was completed to improve vehicle access to the parkway as well as improving circulation within the parking area. ☐ Forestry has completed the identification and current health assessment of all specimen trees located within the maintained turf areas of both Central Parks and Queenston Heights Park. Plans to continue the project in the fall are in place.

 On July 6, Inspector Forcier met with representatives from NPC Engineering and I.T. for a preliminary discussion regarding renovations to the Communications desk.

Products & Services

- Old Fort Erie has played host to two reenactments this summer. Almost 900 volunteers participated in the events and they received positive reviews from visitors and local media.
- Culinary Services held a successful Canada Day BBQ in front of Queen Victoria Place Restaurant.
- □ Legends hosted the 2nd annual NPC Golf Invitational August 2nd for Corporate and Group Tour clients to showcase the broad range of NPC products highlighted with a wine pairing dinner.
- Culinary Services provided feature menus in support of the sesquicentennial in its Fallsview Restaurants showcasing Regional Canadian dishes from the Atlantic, Quebec, Ontario and West regions in two week intervals for July and August, which have been well received.
- ☐ The Retail team prepared all stores for Canada Day, featuring Canada 150 merchandise and including outdoor retail tents for Grand View, Victoria Park and Table Rock.



- ☐ The All Access frequent player program is available for sale to the public in limited quantities, the program features 20 or 50 round packages with additional incentives to play at NPC golf courses.
- □ Digital Attractions successfully opened its operations at the White Water Walk.

- ☐ The Retail Buying Team worked with the Parks team to set up and merchandise the retail area of the newly renovated Niagara Glen Nature Centre.
- To date, the total number of trees removed from January July 2017 is 899, of which 479 were Ash trees. The balance consisted of dead or hazardous trees.
- As part of NPC's on-going Urban Forest management, staff have planted approximately 500 trees this year, with an additional 300 to be planted in the Fall.
- □ Night Lights: Journey Behind the Falls After Dark launched successfully on July 1, 2017. Through to Civic Holiday, over 4,000 visitors (a combination of a la carte sales as well as Adventure Pass holders) have enjoyed Night Lights. The experience has also received positive attention on social media.



□ Both the upper and lower markets at Grand View have been re-merchandised this year to meet changing visitor demand and increase sales. The lower market focus has moved to hats and accessories. The upper markets now have Canadiana Christmas and nautical themes, including the addition of Yankee Candle products to this location.







☐ The back corner of Victoria Park Gift Shop has been re-merchandised into a Holiday Lodge, following the success of the Christmas shop concept at Table Rock.





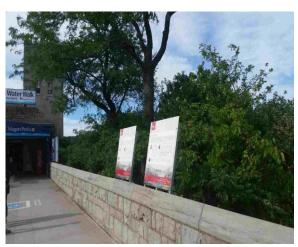




- June 30 July (Canada Day Weekend) members of the Niagara Parks Police Service – High Angle River Team – conducted directed public safety patrols in the Niagara River Gorge in the vicinity of the Niagara Glen and Whirlpool:
 - 16 persons were checked and found in compliance with fishing licences under the Fish and Wildlife Conservation Act.
 - 13 persons were checked for compliance with NPC Boulder permits –
 10 were in compliance 3 persons were cautioned and became compliant.
 - 2 individuals were issued provincial offences notices for 'climbing wall within the parks' contrary to Niagara Parks Act regulations.
 - 1 individual was issued a provincial offences notice for a violation contrary to the Liquor Licence Act.
 - Another individual was issued a provincial offences notice for a violation contrary to the Highway Traffic Act of Ontario.
- August 5 August 7 (Civic Holiday Weekend) members of the Niagara Parks Police Service – High Angle River Team – conducted directed public safety patrols in the Niagara River Gorge in the vicinity of the Niagara Glen and Whirlpool:
 - 30 individuals were checked for bouldering permits only four individuals did not have permits and were directed for compliance.
 - 9 of 10 individuals were in compliance with respect to fishing licenses (the tenth was a valid license holder – didn't have on possession and was cautioned).
 - 1 illegal campsite in the gorge was removed.
 - 1 person was issued a provincial offences notice under the regulations of the Niagara Parks Act for swimming in a non-designated area.
 - 1 individual was issued a provincial offences notice for a violation contrary to the Liquor Licence Act.

Image

- Heritage staff have 'skyped' with 40 classrooms around the world as part of a Ministry of Tourism, Culture and Sport partnership with Microsoft Canada to celebrate Ontario's 150th birthday. Niagara Parks has already received requests from South America and Australia for sessions during their winter terms.
- Culinary Services had new umbrellas placed in all culinary patios as part of ongoing improvements.
- Culinary Services held its second Pop Up Dinner at the Glen featuring Parks and the new Nature Centre. In support of promoting its Brand Initiative, local artisan producers and beverage makers were invited to speak about their products from Niagara including Upper Canada Cheese, Niagara Food Specialty, Reif Estates and Niagara College Teaching Brewery.
- ☐ The new fleet of golf carts that were delivered in June at Legends have been well received by guests.
- ☐ The Harriet Tubman interpretive panels were installed next to the White Water Walk.





☐ After being featured on blogTO on July 25, the White Water Walk experienced a record day on Saturday, July 29 with 2,652 visitors in attendance. Over 600 of those admissions were a la carte sales.



This incredible boardwalk is just an hour away from #Toronto. bit.ly/2vWVKFK



7:30 AM - 25 Jul 2017



- On June 11, Parks staff were invited to participate in the Niagara Butterfly Festival at Stevensville Conservation Area. Staff provided educational information on Ontario Butterflies, specifically the Monarch Butterfly, and promoted the Niagara Glen Nature Centre.
- □ The Horticulture team have continued very successfully in providing greater strength in coordination and improvement to the aesthetics of the parks. Several very high profile initiatives and events have been completed which have significantly enhanced business and operations activity for many functional teams. These include:
 - Live with Kelly Show
 - Schools in Bloom Awards Ceremony
 - American Public Gardens Association Dinner
 - Ontario 150 Supported Rooted in Legacy Opening Ceremony
 - Ontario 150 Supported Rooted in Art Amateur Installations
 - Mathers Arch Pop-up Dinner

- Niagara Glen Pop-up Dinner
- Niagara Glen Nature Centre Grand Opening Ceremony
- o Ontario 150 Supported Rooted in Life
- MosaïCanada 2017 Niagara Gateway Exhibit: the NPC Parks team were successful in completing the installation of the Ministry supported exhibit this June in Gatineau, Quebec in time for the Canada Day Celebrations. The exhibit celebrates Niagara's unique historical and cultural contributions to Canada. The exhibit will be open from July 1 to October 15.



□ New illuminated signage now marks the concourse entrances to Table Rock Shop, the former Canadian Treasures (North) store.



- □ On June 27, Sergeant Lance Dobbin attended an Ontario Early Years Centre Interactions special event in the City of St. Catharines hosted by the YMCA.
- □ On July 12, members of the Niagara Parks Police held a very successful Barbeque fund raiser to benefit the United Way at Niagara Parks Police Service Headquarters.



Appendix A

June 23, 2017 – August 18, 2017

Media Releases

- May 31 Notice of Upcoming Road Closures Along the Niagara Parkway
- June 1 The Niagara Parks Commission to Host Summer Job Fair
- June 2 Niagara Parks Unveils Commemorative Panels Honouring Harriet Tubman's Historic Crossing into Canada
- June 5 Niagara Parks' Old Fort Erie to Host Speaker Series Event
- ☐ June 6 Friday Night Frights Return to Old Fort Erie
- June 7 Notice of Upcoming Road Closures for the Ride to Conquer Cancer
- June 12 –Release and Backgrounder Niagara Parks and Metrolinx Make it Easier to Experience the Best of Niagara
- June 15 Father's Day Promotions at Niagara Parks
- June 15 Niagara Parks Celebrates Laura Secord Day
- June 20 Old Fort Erie to Host Napoleonic Battle Reenactment
- June 22 Niagara Parks Hosts Indigenous Cultural Event at the Landscape of Nations Memorial
- June 23 Niagara Parks Unveils Pollinator Garden Route
- June 26 Celebrate the Canada Day Weekend with Niagara Parks
- June 28 Media Advisory Giant Voodoo Lily Currently Blooming at the Floral Showhouse
- June 30 Niagara Parks Introduces Special Canada 150 Night Time Falls Experience
- June 30 Niagara Parks Launches New Summer Concert Series
- July 4 Annual Battle of Chippawa Commemorative Ceremony
- July 6 Annual Summer Show at the Floral Showhouse
- July 13 Niagara Parks Pop-up Dinner Series Coming to the Niagara Glen
- July 14 Joint Release with Niagara Falls Tourism Niagara Parks and Niagara Falls Tourism Host Chefs of World Leaders
- July 17 Media Advisory Grand Opening of Revitalized Niagara Glen Nature Centre
- July 21 Niagara Parks Officially Unveils New Niagara Glen Nature Centre
- July 26 Media Advisory Niagara Parks Officially Launches Life on Display Exhibit

VIP Tours

 On Saturday, June 10, The Niagara Parks Commission was pleased to play host to a visit of Her Excellency, Aung San Suu Kyi, State Counsellor of the Republic of the Union of Myanmar (Burma) – their equivalent to a Prime Minister/Head of Government for the country. Her Excellency is both a Nobel Laureate, and an Honourary Canadian Citizen.



Upon arrival, Her Excellency and the delegation was greeted by Niagara Parks Commissioner, Lois Giles and then taken on a walkabout tour of the brink area of the Falls. The delegation then enjoyed a complimentary visit to NPC's Journey Behind the Falls attraction, before making their way to Elements on the Falls – for a lunch reservation at 12:00 noon.

Events

June 12 – Niagara Parks and Metrolinx Promotional Partnership Announcement



 June 22 – Niagara Parks Hosts APGA Conference for Niagara Day and reception at Oakes Garden Theatre

June 23 – Niagara Parks Unveils Pollinator Garden Route



June 24 – Indigenous Cultural Event The Gathering at Landscape of Nations



- June 24 Napoleonic Battle Reenactment at Old Fort Erie
- June 24 Ride for Roswell Cycling Event along the Niagara Parkway
- June 28 Giant Voodoo Lily Blooms at the Floral Showhouse
- June 30 Official media weigh-in event for Global Legacy Boxing
- July 1 -2 Canada Day Celebrations at Queen Victoria Park
- July 1 Launch of Coca Cola Concert Series
- July 1 Niagara Parks Introduces Night Lights: Journey Behind the Falls After Dark
- July 1 Sept 15 Annual Summer Show at the Floral Showhouse
- July 2 Launch of New Ontario Live Concert Series
- July 2 Chinese Multicultural Folk Arts Day at Oakes Garden Theatre
- July 5 Battle of Chippawa Commemorative Ceremony
- July 7 Friday Night Frights at Old Fort Erie

• July 9 – Namaste Niagara



- July 12 United Way BBQ and Revenue Office Bake Sale
- July 13 July 16 Fort Erie Friendship Festival
- July 16 Legends on the Niagara Celebrated its 15 year Anniversary
- July 18 Niagara Parks Welcomed Le Club des Chefs des Chefs at Elements on the Falls



- July 20 Pop-up Dinner at the Niagara Glen
- July 21 Official Grand Opening of the new Niagara Glen Nature Centre



Business Highlights Report

- July 23 Namaste Niagara
- July 27 Asthi Visarjan Ceremony at Toronto Power Plant Park
- July 28 Official Launch of Life on Display Exhibit at the Floral Showhouse
- July 29 Victorious Festival
- August 2 2nd Annual NPC Golf Invitational
- August 6 iMela South Asian Music Festival
- August 7 Simcoe Days at Mackenzie Printery
- August 7 Free Admission to Old Fort Erie and Laura Secord Homestead for the Civic Holiday
- August 9 United Way BBQ
- August 12 Midsummer Days Concert
- August 12 August 13 Siege of Fort Erie Reenactment Weekend
- August 13 Namaste Niagara
- August 13 Whirlpool Amateur Tournament