

2007 2008 Annual Report

THE ST. LAWRENCE
PARKS COMMISSION
AN AGENCY OF THE
GOVERNMENT OF ONTARIO



Parks of the
St. Lawrence

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CHAIRMAN'S MESSAGE



Honourable Minister,

The 2007/08 year was an exciting one of renewal for the St. Lawrence Parks Commission. Following an executive recruitment process in partnership with the Ministry of Tourism, the Commission welcomed Pat Macdonald as the new General Manager and CEO in June 2007. Pat has brought with her a wealth of experience and expertise in the tourism industry along with excellent contacts and an energetic pro-active outlook. The Board of Commissioners, Management Team and staff are excited for the future.

Without a doubt, the biggest tourism story in Eastern Ontario this year and one of great pride to the province of Ontario was the naming of the Rideau Canal including Fort Henry National Historic Site and the Kingston Fortifications by UNESCO as a World Heritage Site – Ontario's first and only internationally recognized world heritage site. This designation has indeed moved our tourism product onto the world stage. The Commission is grateful for the support of the Ministry and Parks Canada.

In August 2007 the Commission welcomed the opportunity to sign a new Memorandum of Agreement with Parks Canada for the Commission's continued operation of Fort Henry National Historic Site of Canada. This agreement also includes provisions for an ongoing commitment to the restoration program by both the Commission and Parks Canada.


As part of the Ministry of Tourism's renewal efforts, and led by General Manager Pat Macdonald, the Commission embarked on a strategic planning process to refine its mission and ensure its direct linkage to Ministry of Tourism goals. Feedback was sought from throughout the organization and a number of facilitated planning sessions were held, including the Board of Commissioners, Management Team and staff in the development of a new mission statement for the Commission. The mission confirms our focus on generating lasting visitor growth, driving economic prosperity and building community partnerships in Eastern Ontario while offering customer-focused experiences.

The Commission began the year on very sound financial footing with the March 2007 announcement from the Ministry of Tourism of an increase of \$1.7 M to the Commission's base operating transfer payment. In addition, we received a special one-time allocation for \$2.5 M in strategic tourism development investment funding.

On behalf of the Board, I wish to thank the Board, General Manager, Management Team and all Commission staff for their hard work, commitment and resourcefulness over the past year. Together, we have confirmed the Commission's mission and set strategic business priorities that will help guide our future efforts to achieve sustainable operations and fulfill our stewardship mandate.

While the coming year suggests that we will face increased challenges in the tourism industry, we are confident that we are on the right path with the government's demonstrated commitment to an ongoing investment in our capital infrastructure as well as our renewed efforts to enhance our products and experiences to meet the needs of an increasingly diverse and demanding customer base. We look forward to the future with a renewed confidence, enthusiasm and energy.

Sincerely,


Peter Watson
Chairman

REPORT FROM THE GENERAL MANAGER

In 2007/08, the Commission established the clear goals of revitalizing visitor experiences and building greater profile for the St. Lawrence River corridor between Kingston and the Quebec border, the 200 km stretch that forms the base of our operations. In June, the Commission released the results of an extensive assessment of its infrastructure, land use optimization and tourism generation through potential development. This consultant's report will help inform our future infrastructure improvement and tourism development, especially as we seek financial sustainability in our operations.



In the Fall, we embarked on a journey to create a new mission statement, gaining feedback and involvement of staff at all levels of the organization as well as the Board. Six key operating priorities were identified, focusing on the need for tourism renewal and growth, long-term sustainability, and the changes needed to become more marketing-driven and customer-focused. Since business conditions suggested that border issues, currency fluctuations and rising energy costs would continue to impact tourism, the Commission focused its efforts on key market segments within Ontario and Quebec, while partnering with the Ontario Tourism Marketing Partnership Corporation (OTMPC) to reach American and international tourists. We also consciously employed a more aggressive special event strategy and enhanced local partnerships in order to create more urgency and planned visits to the area.

2007/08 business results were strong, with 5.1% gains evidenced in overall visitor activity and 6.4% increase in total gross revenues generated from operations. Growth was led by a robust increase of almost 14% at our heritage attractions (Fort Henry and Upper Canada Village), +9.2% in parks and beaches, and +2.4% in camping. Seasonal weather was excellent and we experienced a strong response to new event activity layered into our regular programming. Golfing activity was + 6.1% whereas our marina showed some softness likely due to rising fuel costs which affected boating overall.

However, the Commission continues to face rising costs across our operations, which in many cases exceeds revenue gains. This will continue to be a challenge, especially as tourism continues to weaken based on border issues and economic conditions.

We actively advocated the marketing potential of the internationally recognized UNESCO World Heritage Site designation within the Ministry of Tourism and are grateful to the OTMPC for its commitment of \$1 Million to promote Ontario's first and only world heritage site in March. We were pleased to send two Fort Henry Guard on Minister Fonseca's Asian trip to market Ontario. Importantly, we also increased our marketing investment in advertising and promotion, which paid off with increased tourism from targeted markets. We also took a more aggressive approach to cross-marketing our attractions and facilities and were successful in pre-selling thousands of attraction visits to campers, generating significant revenues.

Efforts to revitalize our visitor experiences and offer new programs continued and were further enhanced with the March, 2008 announcement of over \$465,000 in incremental funding via the Celebrate Ontario festival initiative. We were extremely pro-active in developing new event concepts and achieved funding for 5 of our 7 proposals.

The Commission does face a number of tough challenges in the near term. Our infrastructure is indeed aging and in need of revitalization. Operating costs are rising and revenues are not keeping pace in some areas. Tourism within North America continues to face the challenges of security, border controls and the uncertain economic climate. For Commission attractions and facilities to remain competitive, sustained investments must be made and we must strive to offer more distinctive and compelling experiences.

With a renewed mission, we are working hard to offer compelling and dynamic experiences that will attract more visitors to the area and help us achieve our role as a tourism leader in Eastern Ontario.

Sincerely,

Pat Macdonald, General Manager & CEO

BOARD OF COMMISSIONERS 2007-08

Chair:

Peter Watson
Gananoque
September 6, 2006 - September 5, 2009

Vice-Chair:

Ron Eamer
Williamstown
September 6, 2007 - September 5, 2009

Commissioners:

Ruby Eva Antle
Cornwall
June 6, 2007 - June 5, 2009

Richard Fawthrop
Cornwall
June 6, 2007 - June 5, 2009

Norman Gaylord
Cardinal
May 30, 2007 - May 29, 2010

Ineke Garofalo
Kingston
June 20, 2007 - June 19, 2008
Re-Appointed May 7, 2008 - May 6, 2010

J. R. (Jack) McIntosh
Winchester
August 8, 2007 - August 7, 2010

Kenneth Robert (Bob) Scott
Kingston
October 15, 2006 - October 16, 2010

Jeannette Shirley
Morrisburg
July 15, 2007 - July 14, 2010

Lloyd Therien
Kingston
May 30, 2007 - May 29, 2010

Isabel Turner
Kingston
May 30, 2006 - May 29, 2009

Linda Wilson
Cornwall
June 20, 2007 - June 19, 2008
Re-Appointed May 7, 2008 - May 6, 2010

MANAGEMENT TEAM 2007-08

Patricia C. Macdonald
General Manager & CEO
Bonnie VanMoorsel
Executive Assistant
Manager, Customer Service
and Office Administration
John Robertson
Manager of Fort Henry
National Historic Site of
Canada
Dave Dobbie
Manager of Upper Canada
Village Heritage Park
Barry Hughes
Manager of Parks & Recreation
Gerben Schaillee
Manager of Maintenance &
Operations
Wanda Fortier
Director of Human Resources
Bruce Fitz-Gibbon
Director of Corporate
Services
Faye Baker
Manager, Financial Services

MARKETING & PRODUCT DEVELOPMENT

Jancis Sommerville
Upper Canada Village
Angela Preston
Parks & Recreation
Bryan Mercer
Fort Henry National Historic
Site of Canada
Will Baird
Fort Henry National Historic
Site of Canada
Susan Le Clair
Corporate

PROGRAMMING STAFF

Mark Bennett, Fort Henry
National Historic Site of
Canada
Bruce Henbest, Upper
Canada Village
Gabriele Thomas, Upper
Canada Village
Tracey Ogilby, Upper
Canada Village

OPERATIONS STAFF

Rob Filliol,
Maintenance & Operations
Rob Hamilton,
Maintenance & Operations
Mike Wertwyn,
Fort Henry National Historic
Site of Canada
Tim Robins,
Crysler Park Marina
Randy Le Clair,
Upper Canada Golf Course
Allen McNairn,
Upper Canada Golf Course
Tom Cassell,
Parks & Recreation
Wayne Trickey,
Ivy Lea Park
Sheila Lefebvre,
Upper Canada Migratory
Bird Sanctuary
Jennifer Dalrymple,
Parks & Recreation

MINISTRY OF TOURISM 2007 A YEAR OF RENEWAL

In 2007, the Ministry of Tourism crafted a new vision focused on renewal:

"The Ministry of Tourism will stimulate economic prosperity, foster industry growth and community development, and with our partners, create an environment that allows Ontario to compete successfully in the rapidly changing world of travel and leisure."

The Ministry's strategic direction will focus on:

- Understanding and anticipating consumer wants and needs and actively collaborating with partners to use that intelligence for business planning and marketing.
- Leading industry revitalization and growth through the development of targeted new source markets, products and experiences.
- Having tourism recognized as an economic driver and important community builder.

AGENCIES' ROLE IN DELIVERING ON MINISTRY PRIORITIES

In the Ontario Tourism Strategy, the agencies and attractions are recognized for their significant role as economic and tourism catalysts in their respective regions. The Ministry of Tourism is looking towards its agencies to effectively deliver on the Ministry's new strategies, specifically, having tourism recognized as an economic driver and important community builder.

COMMISSION MANDATE

The St. Lawrence Parks Commission is an Ontario provincial Operational Enterprise established in 1955. Its mandate is to provide tourism, cultural, educational and recreational opportunities for residents of Ontario and visitors to the province through the presentation and interpretation of historic attractions and the development and operation of parks, campgrounds, scenic parkways and recreational areas.

COMMISSION OBJECTIVES

- To encourage and promote the tourism industry in Eastern Ontario on a year-round basis for the economic benefit of the people of the region and the province as a whole.
- To acquire, preserve, develop and maintain historic and recreational resources within the Commission's jurisdiction for the benefit of the people of Ontario and enjoyment of visitors to the province.
- To manage historic sites, campgrounds, parkways, recreation areas and/or other facilities which enhance the Commission's contribution to tourism development, recreation, learning and heritage conservation.
- To provide the Commission's services and facilities at a high standard of excellence for the recreational and learning enjoyment of its visitors.



ST. LAWRENCE PARKS COMMISSION

Operates under the Authority of the St Lawrence Parks Commission Act.

The Commission reports to the provincial government through the Minister of Tourism. The Board of Commissioners is responsible for overseeing the business affairs of the Commission by making policy decisions and setting strategic directions; establishing land use regulations; approving budget priorities; translating government policy into agency policy; ensuring wise use of public assets, and representing the Commission within the community.

The Commission supports its operations through:

- fees charged at its attractions and retail outlets and revenue generated via concessionaires;
- a transfer payment from the government, and
- land-use lease agreements, donations, sponsorships, and partnership advertising funds in support of its facilities and programming.

Commission Key Assets – Historical, Natural, Recreational, Waterfront

- Upper Canada Village
- Fort Henry National Historic Site of Canada
- 12 major day-use beaches, parks and campgrounds
- Upper Canada Golf Course
- Chrysler Park Marina
- Chrysler's Farm Battlefield, Pioneer Memorial and Loyalist Memorial (adjacent to Upper Canada Village)
- Long Sault Parkway (between Long Sault and Ingleside)
- 1000 Islands Parkway (between Brockville and Gananoque)
- 100 km of prime waterfront on the St. Lawrence River
- Upper Canada Migratory Bird Sanctuary
- Approximately 70 km of bike paths





COMMISSION MISSION STATEMENT

In collaboration with management, the operating team and Commissioners, the Commission has developed a renewed mission. This new mission will be broadly introduced in 2008.

The purpose of the St. Lawrence Parks Commission is to generate lasting visitor growth, drive economic prosperity, and build community partnerships in Eastern Ontario.

It is a revenue-generating tourism business offering customer-focused entertaining and educational experiences that maximize its natural, leisure and heritage assets.

KEY BUSINESS OBJECTIVES

- ## KEY BUSINESS OBJECTIVES
- Support the Ministry of Tourism's renewal efforts and deliver on the identified role for agencies as key catalysts and drivers for tourism, economic prosperity, and community development.
 - Initiate, develop and support initiatives that extend the Commission's new mission and help to achieve sustainability and meaningful growth.
 - Achieve positive cultural change and accelerate Commission-wide team building with the specific goal of becoming more market-driven and customer-focused.
 - Employ sound business analysis, market research, and ROI assessment to identify strategic issues, leverage meaningful growth opportunities, and improve employee productivity.
 - Assess Commission operations and resources, making informed decisions as to changes necessary for achieving greater efficiency and sustainability.

CORE PRINCIPLES, VALUES AND BELIEFS

- Success must be achieved through excellence in the presentation and promotion of quality attractions and facilities and high caliber private sector retail establishments which complement rather than compete with the private sector.
- The Commission has a vital role to play in the development of tourism in Eastern Ontario, not only through excellence in the presentation and promotion of its attractions and facilities, but also by helping to develop regional programs which are responsive to the demands of the tourism markets.
- Its greatest future strength must be built upon leadership and motivated people, with Commissioners, staff and communities working together.
- The Commission is committed to responding to the needs of its visitors through excellent service and courtesy.
- The Commission is dedicated to communicating effectively with visitors, staff, community leaders, associations, private tourism operators and the Ministry of Tourism.
- The Commission believes that the development and implementation of a unique corporate image will heighten public awareness of the Commission as a unified corporate entity with distinct programs and facilities and serve as a cornerstone for marketing and a source of pride for staff.
- The Commission is committed to responsible and ethical management of its attractions, facilities and services.
- The Commission is committed to the principles of its Mission Statement. It will guide corporate planning and new initiatives and it will also assist in setting priorities for existing programs and set the stage for cooperative activities with the private sector and other stakeholders.

Commission Entertains Over 1 Million Visitors Annually

Almost 80% of day visitors to the Commission's sites and attractions come from Ontario and Quebec (46% and 33% respectively) with the remaining percentages as follows: international 10%, U.S. 8% and other Canadian 3%.

Key Economic Driver for Eastern Ontario

Commission operations have a significant impact on the region as estimated using the Ministry of Tourism's economic impact model TREIM:

Direct Employment 500

Indirect 1,000+

SLPC Expenditure \$14.1 M

Economic Impact \$100 M

Provincial Taxes \$ 5 M

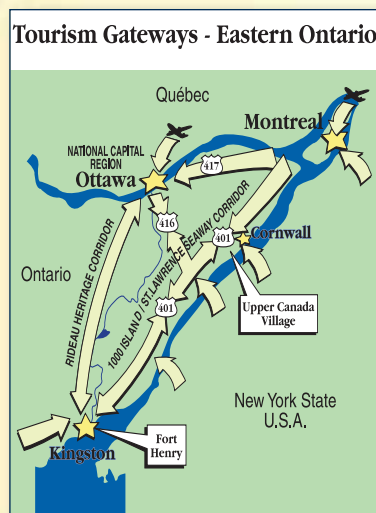
Federal Taxes \$10 M

Largest Tourism Operator in Eastern Ontario

- 1 million visitors annually visit the Commission's attractions and facilities and use its bikepaths, trails, green spaces and parklands.
- Highly rated attractions and facilities.
- Operates between the Kingston to Quebec border on over 7,000 acres along a 200 km stretch.
- 175 buildings and structures.
- Extensive roads, requiring upkeep but producing no revenue.
- 515 prime season staff, but less than 50 full time staff.
- Aging infrastructure needing renewal
- Operations are spread out making cross visitation a challenge.

Strategically Located Near Major Tourism Gateways

- Over 12 million people within 4 hour drive yet largely undiscovered due to rural location so future growth potential is real;
- Gateway to Ontario from the Province of Quebec;
- Situated on the shores of the St Lawrence River at the mouth of Lake Ontario;
- 60 minutes south of Ottawa, 90 minutes from Montreal and US borders;
- Access to three international bridges; and
- Convenient access via 400 series highways;
- Lack of public transportation and easy rail access is a barrier.



CORPORATE HIGHLIGHTS

Strong Growth Achieved in 2007/2008

- Achieved total gross revenues of \$7.748M, \$470K or 6.4% over 2006/07.
- Provincial government grants remained stable with a transfer payment of \$7.592M and additional Summer Experience Program funding \$47K.
- Strong visitor activity reflecting 5.1% increase over 2006/07.
- Encouraged by strong "general admissions" category at Fort Henry and Upper Canada Village, growing by 13.1% and 23.8% respectively, as group business continues to be soft.



- Ontario and Quebec continue to be key markets accounting for almost 80% of total visitors.

Tourism Minister Peter Fonseca speaking to tourism partners at the Aultsville Train station on his first visit as Minister to Eastern Ontario in November 2007.

Strong business results in 2007/08.

- Over 61,750 camping nights were booked;
- The development of a partnership with local Destination Marketing Organization Cornwall & Seaway Valley Tourism yielded Ontario Trillium Foundation funding to support the expanded marketing of the Long Sault Regatta at Mille Roches Beach on the Long Sault Parkway.

Gain in 2007/08 Activity Attributed to:

- Excellent summer weather which we leveraged for growth in camping and golf.
- Stronger marketing messages;
- Additional investment in new marketing and promotions;
- Expanded special events thereby generating more profile and interest in visiting;
- Increased cross promotion of product within Commission attractions
- Aggressive pre-selling of admission to Upper Canada Village and Fort Henry to campers at time of reservation (4,545 admissions sold);
- Broader and more proactive public relations activity and electronic marketing efforts;
- Strong growth in visitor activity to Alight at Night festival.

Capital Renewal

The Commission's facilities have been in operation for almost 50 years. Significant maintenance and capital investment is required to continue to provide an attractive and safe product for visitors. For many years funding for re-investment has been limited and, as a result of these tired products and facilities, we have begun to see an erosion in visitors



and a downward trend in revenue performance. This challenge is compounded by increasing levels of competition and consumer expectation for new products and experiences. The Province of Ontario has recognized the need for renewal and investment in its agencies and attractions. As a result, the Commission's capital funding has increased substantially over the past four years which has allowed us to address the highest priority compliance and health and safety projects. However, deteriorating infrastructure is a major issue.



Strategic Tourism Investment

In March 2007, the Province of Ontario and the Ministry of Tourism made a financial commitment to the St. Lawrence Parks Commission to secure its future and assist in

St. Lawrence Day Proclaimed

Left to right: Faye Rodger, Emily Harding, Gerry Thompson, Ron Eamer, Vice-Chair, Charles Barkley, Mayor of South Dundas, Julian Whitham, Jim Brownell, MPP for Stormont-Dundas-South Glengarry, Peter Watson, Chairman and Pat Macdonald General Manager & CEO.

building a long-term plan to renew and sustain operations. This commitment included a one-time infusion of \$2.5 Million to establish an investment fund for tourism development plans and a pledge for consistent capital funding for renewal. The Commission will use its new mission statement and return on investment criteria to help guide future development.



Medieval Festival

Celebrate Ontario Funding announcement. Left to Right: Commission Vice-Chairman Ron Eamer, Gabriele Thomas, Jim Brownell, MPP Stormont-Dundas-South Glengarry, Brian Lawless, Jancis Sommerville

2007/08 IN REVIEW

Key Accomplishments

- Fort Henry earned UNESCO designation, as part of the Rideau Canal and Kingston fortifications.
- Introduced a new promotion to pre-sell attraction admissions (Upper Canada Village and Fort Henry) to campers at time of reservation generating over \$30K in gross revenue.
- Launched a range of new initiatives during season to take advantage of river and trail system --- canoe and kayak rentals/lessons, bike rentals, web surfing, new camping store, lawn games, etc.
- Expanded the Long Sault Hydroplane Regatta --- earning "race of the year" from Canadian Boating Federation.
- Introduced new skating rink and special events at "Alight at Night" Festival.
- Booked over 61,750 camping nights --- a new record.
- Involved Board, management team and staff in the Ministry's "renewal" efforts, building from Ministry's new mission.
- Engaged the Board and staff on the development of our new mission statement, reflecting a focus on achieving financial sustain-

ability and delivering on the Ministry's stated role for its agencies.

- Held staff and team development sessions to achieve agreement and buy-in to new direction.
- Refined the Commission mission statement by incorporating Board and staff input and positioning Commission for growth.
- Initiated new branding exercise to leverage the rich heritage of Eastern Ontario.

Our People

In 2007 was staff at all levels of the organization were solicited for their input through questionnaires, discussions and attendance at strategic planning sessions. The result was a new Mission Statement, which will become the blueprint for the future of the St. Lawrence Parks Commission.

We will continue to work towards open communication and active engagement with our knowledgeable staff. Our people bring a wealth of experience and expertise to our operations, and we will continue to strive for their input as we face the tough tourism and financial challenges ahead. Future plans and initiatives will employ the new mission as a filter in our efforts

to be a catalyst for stimulating economic prosperity, achieving tourism growth and fostering community development in Eastern Ontario.

Legislative Changes

The Provincial Government introduced a revised Public Service of Ontario Act in August of 2007 to reflect a modern public service that is fair, open and transparent. A stronger code of ethics and protection for whistleblowers was introduced.

The Accessibility for Ontarians with Disabilities Act (AODA) now mandates standards so that Ontario will be fully accessible by 2025. The first of these standards, providing customer service to



New Skating Rink for Alight at Night

Left to right: Chairman Peter Watson, General Manager Pat Macdonald, Tourism Minister Peter Fonseca, Manager of Maintenance & Operations Gerben Schaillee and Stormont-Dundas-South Glengarry MPP Jim Brownell.

people with various kinds of disabilities, must be met by January 2010.

The Commission installed several rails, ramps and anti-skid runners at Upper Canada Village not only to support the Province's mandate of increased accessibility but also to ensure the safety and enjoyment of our many visitors and staff, particularly during our off-season programming (e.g., Alight at Night).

Training and Development

The St. Lawrence Parks Commission strives to build a workplace of continuous learning. To that end, the following training sessions were provided to staff and business partners in the community: Investigative interviewing, Strategic Planning and Strategic Change Management and

Workplace Discrimination and Harassment Training. A number of Occupational Health & Safety training sessions were also offered to staff including First Aid, Ladder Safety, WHMIS, Confined Spaces and Defensive Driving training.

Staff of the St. Lawrence Parks Commission were the proud recipients of a Discovery Award for Best Team in the Ministry of

Tourism's annual Discovery Awards Ceremony held in Toronto on June 26, 2007. The Discovery Awards are employee recognition awards that provide employees within the Ministries of Tourism and Culture with the opportunity to recognize their peers for their exceptional work and achievements. The ceremony is held every year to recognize the high level of skill, dedication and accomplishments of employees nominated by other employees within the two ministries. Staff at The St. Lawrence Parks Commission along with Ministry of Tourism staff came away winners in the Best Team category for their joint work on the Agency Transition project, a project which improved the sustainability of the Commission through proposed infrastructure upgrades and new revenue generating ideas.

Faye Baker, Manager of Financial Services, Bruce Fitz-Gibbon, Director of Corporate Services, Barry Hughes, Manager of Parks & Recreation and John Robertson, Manager of Fort Henry were honoured alongside Ministry of Tourism team members Rory Burke, Elsie Lui, Kenny Quan, Dana Hall and Susanne Gregor. The Best Team category recognizes a working group who demonstrated teamwork in the delivery of a project and/or assignment in support of the ministry's or agency's mission, goals and objectives.



Left to right: Rory Burke, Ministry of Tourism; John Robertson, Manager of Fort Henry; Barry Hughes, Manager of Parks & Recreation; Peter Watson, Chairman of St. Lawrence Parks Commission; Bruce Fitz-Gibbon, Director of Corporate Services; Faye Baker, Manager of Financial Services; Gary Commeford, Assistant Deputy Minister, Ministry of Tourism. Absent from photo: Ministry of Tourism staff Elsie Lui, Kenny Quan, Dana Hall, Susanne Gregor and Susan Le Clair.

The following staff were recognized by the St. Lawrence Parks Commission for their years of service:

EMPLOYEE NAME	SLPC YEARS OF SERVICE	DEPARTMENT
Charlene Anderson	20 Years	Upper Canada Village
Darlene Kinnear	20 Years	Upper Canada Village
Janice Omond	20 Years	Upper Canada Village
Judith Racine	20 Years	Upper Canada Village
Edward Shuster	20 Years	Upper Canada Village
Garry Simzer	20 Years	Parks & Recreation
Faye Baker	25 Years	Financial Services
Robert Beriault	25 Years	Maintenance & Operations
Thomas Cassell	25 Years	Parks & Recreation
Christina Christie	25 Years	Upper Canada Village
R. James Pattingale	25 Years	Parks & Recreation
Janie Sloan	25 Years	Parks & Recreation
John Gillard	30 Years	Maintenance & Operations
Marilyn Pilon	30 Years	Financial Services
Dale Shaver	30 Years	Maintenance & Operations
Larry Whitteker	30 Years	Parks & Recreation

As members of the Ontario Public Service (OPS), the following staff received recognition for their years of service:

EMPLOYEE NAME	OPS YEARS OF SERVICE	DEPARTMENT
Charlene Anderson	20 Years	Upper Canada Village
Darlene Kinnear	20 Years	Upper Canada Village
Janice Omond	20 Years	Upper Canada Village
Judith Racine	20 Years	Upper Canada Village
Edward Shuster	20 Years	Upper Canada Village
Garry Simzer	20 Years	Parks & Recreation
Bonnie Van Moorsel	20 Years	Corporate Services
Faye Baker	25 Years	Financial Services
Robert Beriault	25 Years	Maintenance & Operations
Thomas Cassell	25 Years	Parks & Recreation
Christina Christie	25 Years	Upper Canada Village
R. James Pattingale	25 Years	Parks & Recreation
Janie Sloan	25 Years	Parks & Recreation
Gerben Schailee	25 Years	Maintenance & Operations
John Gillard	30 Years	Maintenance & Operations
Marilyn Pilon	30 Years	Financial Services
Dale Shaver	30 Years	Maintenance & Operations
Larry Whitteker	30 Years	Parks & Recreation
Wanda Fortier	30 Years	Human Resources

RETIREE	DEPARTMENT
Susan Fetterly	Financial Services
Erma Froats	Financial Services
Helen Galivan	Financial Services
Susan Kratzmann	Upper Canada Village
Brian Lannin	Maintenance & Operations
Grace Langabeer	Parks & Recreation
Michael Paradis	General Manager
Elfrieda Wey	Financial Services



Above: Bruce Fitz-Gibbon, Director, Corporate Services with retiree Elfrieda Wey.

Left: Faye Baker, Manager of Financial Services congratulates retiree Sue Fetterly.

Public Sector Disclosure Act

The Public Sector Disclosure Act, 1996 required organizations that receive public funds to annually disclose the names, positions, salaries and taxable benefits of employees paid \$100,000 or more in a year. For the Commission, in the 2007 calendar year, this disclosure is as follows:

NAME	POSITION	SALARY	TAXABLE BENEFITS
Fitz-Gibbon, B. F.	Director, Corporate Services	128,559.84	215.58
Hughes, Barry F.	Manager, Parks and Recreation	114,986.62	203.56
Robertson, L. John	Manager, Fort Henry	114,986.62	203.56
Dobbie, D.	Manager, Upper Canada Village	112,580.10	200.20

FORT HENRY NATIONAL HISTORIC SITE OF CANADA

Highlights

UNESCO World Heritage Site

- In June, the UNESCO World Heritage Committee announced at the 31st session held in Christchurch, New Zealand, the inscription of the Rideau Canal to the World Heritage List. The designation also includes Fort Henry and the Martello towers that make up the series of fortifications in Kingston.
- The Rideau Canal was described as a "living legacy of the 19th Century that is preserved for the benefit of all Canadians", and is only the fourteenth Canadian site to obtain such recognition and the first World Heritage Site in Ontario.

The UNESCO designation was awarded based on two specific criteria:

- 1) The Rideau Canal remains the best preserved example of a slackwater canal in North America demonstrating the use of European slackwater technology in North America on a large scale. It is the only canal dating from the great North American canal-building era of the early 19th century that remains operational along its original line with most of its original structures intact.
- 2) The Rideau Canal is an extensive, well preserved and significant example of a canal which was used for military purposes linked to a significant stage in human history - that of the fight to control the north of the American continent. The Kingston Fortifications which include Fort Henry and the four Martello Towers are unique surviving examples of the importance the British Government placed on protecting the entrance to the Rideau Canal.

Rideau 175th Anniversary

- The new 175th anniversary Rideau Canal museum exhibit was completed and installed at the end of April 2007. The exhibit, which is funded by Parks Canada at a cost



Members of the Fort Henry Guard welcome the first visitors to Fort Henry as a UNESCO designated World Heritage Site.

of \$100,000, explains the story of the planning and construction of the canal and the related defences, and Kingston Fortifications.

- The Fort Henry Guard Drums and Colour Party, Fort Henry staff and Commission Chair Peter Watson, Commissioner Isabel Turner and GM & CEO Pat Macdonald participated in the Rideau Canal 175 Anniversary and World Heritage Site Celebrations.

War of 1812 Bicentennial Planning

- Fort Henry delegates attended a War of 1812 Bicentennial meeting to determine interest in this upcoming anniversary. Attendees included several municipalities in the St. Lawrence River corridor as well as representatives from the Canadian War Museum, Parks Canada, Upper Canada Village and Fort Henry, as well as a representative from New York State. The Ministry of Tourism is providing \$10,000 in funding for the Eastern Ontario group to meet for further planning.

Events

- Fort Henry Guard Honourary Commander, Senator Hugh Segal, was present on opening day at the inaugural performances of the



"K-Rockin' the Rideau" outdoor concert on July 1st at Fort Henry featured continuous live entertainment and a host of local and regional performers.

- Infantry and Drums of the Fort Henry Guard. Other guest speakers at the official opening ceremony included the Honourable John Gerretsen, MPP Jim Brownell, Kingston City Councilor Vicki Schmolka, and SLPC Chair Peter Watson. The new Rideau Canal 175th anniversary Museum Exhibit was officially opened.
- Tourism Minister Jim Bradley held a press conference at Fort Henry on June 21 to announce the launch of the 2007 Fun Pass promotion. The Fun Pass promotion led by Ontario Tourism Marketing Partnership provides free admission to children in elementary school to a number of provincially operated attractions to school children in Ontario.
- A special Salute to the Snowbirds Sunset Ceremony, was held on June 27th, sponsored by the Four Points Sheraton and the Ambassador Conference Resort Hotel. More than 2,500 people attended, generating almost \$14,000 in revenue.
- A 60' inflatable movie screen was erected in the lower Fort to feature the newly released Ben Stiller movie, 'A Night at the Museum'. Fort Henry staff animated the movie (a complete surprise to guests) by adding in cannon and gun fire at select points in the film, as well as providing costumed interpreters rushing into the audience.
- "K-Rockin' the Rideau" outdoor concert on July 1st featured continuous live entertainment with popular head liners 'Bedouin Soundclash' and a host of other performers. KRock 105.7 FM, pledged over \$45,000 of in-kind media support. The event was sponsored by Four Points Sheraton, MotoSport Plus, Sleeman's, Holiday Inn Kingston, First Canada Inns, K-Rock 105.7 FM and Jessup Food and Heritage. Guest speakers addressed the crowds between acts, and included Chair Peter Watson, Honourable John Gerretsen, Mayor Harvey Rosen, Senator Hugh Segal, Mark Lewis (President, Kingston Chamber of Commerce) and Gavin Liddy, Superintendent, Rideau Canal.

Awards & Recognition

- Fort Henry 's Sunset Ceremony Series was named one of the "Top 50 Events Award" at the Festivals & Events Ontario 2007 Conference.
- Fort Henry won the United Way Platinum Award for 100% participation in the United Way campaign.
- Fort Henry was named the 2007 Tourism Business of the Year by the Greater Kingston Chamber of Commerce for the fifth time.
- John Robertson, Manager Fort Henry, Ron Ridley, Curator and Mike Wertwyn,

Supervisor, Plant & Property were honoured with the Commemorative Integrity Heritage Conservation Award by Parks Canada for their work on the Fort Henry restoration project.

- The Kingston Downtown Business Improvement Association (DBIA) chose the staff of Fort Henry to be the Grand Marshals of the 2007 Santa Claus Parade, held November 17th. Over 40 staff volunteered to ride the Fort Henry float and march in the parade.

Sponsorships

- Fort Henry continued long term sponsorships with Empire Life (11 years) and Jim Thompson Chrysler (10 years).
- In total, Fort Henry negotiated \$181,500 in cash and \$406,200 in-kind sponsorship support in 2007/08.

Program & Event Development / Partnerships

- In March 2008, under the Celebrate Ontario initiative it was announced that \$315,000 in funding was being allocated to Fort Henry for a new event "Fort Fright" and for an UNESCO Summer Music Festival to be held in 2008.



Bryan Mercer, left, on the Chris Robinson Travel Show.

- In August, the Commission in partnership with Parks Canada signed a new Memorandum of Agreement for the operation of Fort Henry. This agreement requires the Commission to set aside \$400,000 per year for the Conservation Program over the period 2010/11 - 2016/17.
- Fort Henry, KEDCO, Rideau Heritage Route and Parks Canada partnered to produce a high quality window vinyl sign which covers the entire facade of the Fort Henry Info Centre with images of Kingston, the Rideau Canada locks and Fort Henry.
- Fort Henry joined the Eastern Ontario marketing alliance to promote the Rideau 175th anniversary in 2007. KEDCO, Ottawa Tourism, Rideau Heritage Route and Parks Canada celebrated the 175th through promotions in three Travel Industry of Canada Magazines; Canadian, American and the UK versions. Over 150,000 copies were circulated to Travel Agents and CAA/AAA offices.



Left to right: Mike Wertwyn, Fort Henry, John Grenville, Parks Canada, John Robertson, Fort Henry, Ron Ridley, Fort Henry.

UPPER CANADA VILLAGE

With favourable weather for most of the main season, the investment of an additional \$50,000 towards general awareness advertising paid off. This additional investment strengthened efforts in the key Ottawa/Eastern Ontario market along with Western Quebec and Upper New York State.

Upper Canada Village's main season was enhanced with increased programming. The 19th Century Funeral was brought back into the mix of themed weekends. The refurbished Crysler's Farm Visitor Centre was launched just prior to Opening Weekend in May and the Military Re-enactment event took on a new face with the presentation of Canada's Military History. The Village also embarked on more cross-promotion with other Commission attractions with a series of coupons offering discounts when visitors attended more than one attraction.

Retail revenues increased significantly in 2007/08. This success was attributed to the overall increase in visitation, a new Candy Shoppe and other new inventory, plus the development of new branding for the Village made product, with a "Made by Village Artisans" logo and packaging.



The 2007 Military Re-enactment Weekend incorporated a Military time line of Canada's military history from the 1800s to modern day

Programs & Events:

New Features at Military Re-enactment Event

- The Military Re-enactment Weekend had a much different look from previous years. The Friends of Crysler's Farm organized a Military time line for both Saturday and Sunday afternoon. The event represented Canada's military history from the 1800s to today with representation from 1812, The American Revolution, The Civil War, The Boar War, Fenian War, WW1 and WW2. Visitors were intrigued by all of the modern military equipment and vehicles and stayed in the encampment area longer to look at the jeeps, trucks, tanks, anti-aircraft launchers, etc.
- The Canadian horse and its rich military background and its role in Upper Canada Village was also featured. There was a small camp with sutlers' row (a collection of period artisans), as well as blacksmithing demonstrations, rope making demonstrations and children's musters throughout the day.
- An evening battle took place in the fairgrounds of Upper Canada Village with military music, recruitments and a small battle finishing with fireworks.

Adult Live-In Update

- Adult Live-In programs ran over three September weekends at near capacity. Participants were very enthusiastic with many expressing the desire to return in 2008.
- Canadian Press writer Eric Shackleton and his story brought additional coverage of the program.

Youth Programming Update

- Upper Canada Village offered several higher yield youth programs in 2007. Specialty youth programs including School Live-In, Time Travellers Residential Camp, Young Interpreters and Pioneer Pals saw an increase in activity overall. The Time Travellers program was sold out, Young Interpreters saw a slight increase in registrations and activity in Pioneer Pals was flat with 2006 activity.

Family Music & Arts Festival – September 1, 2 & 3

- Attendance at the 2007 Family Music & Arts Festival over Labour Day Weekend increased by 30% over 2006.

Seniors Promotion – Throughout September

- Upper Canada Village introduced a special seniors promotion which ran during the month of September. This promotional offer gave seniors half price admission and dramatically increased visitation.

Catholic School Board Conference a Success

- Over 1200 participants attended the Eastern Ontario Catholic School Board's Professional



A 19th Century Funeral re-enactment at Upper Canada Village.

Development Day held at Upper Canada Village on September 28, including principals, supervisors, teachers and teachers' assistants.

- School Board Chairman Ron Eamer extended greetings to the group and Bruce Henbest, Upper Canada Village spoke about the Village's education programs as part of the day's activities.
- Upper Canada Village distributed promotional literature on its educational programs, main season program and youth programs, as well as a survey to all teachers in attendance to gather information about their preferred months for school visits.

Alight at Night November 29/07 to January 5/08

- Upper Canada Village's 7th annual Alight at Night event saw record numbers, with visitor activity of more than 40,000 (including Toy Train).
- Food and beverage services both inside Upper Canada Village and at the Upper Canadian Cookhouse at Upper Canada Golf Course saw food and beverage sales increases of almost \$60,000.
- Over 320 overnight packages were sold through local hotel partners an increase of 9% over 2006/07 performance.



Upper Canada Village seamstress Jill Jonkman helps a Live-in program participant into a historic costume.

Partnerships

Masonic Association of Eastern District

- Upper Canada Village and maintenance representatives met with members from the Masonic Association of Eastern District (MAED) on Feb. 22, 2007 to discuss moving forward with a project to secure a suitable building which can be moved to Upper Canada Village where it will be restored and interpreted as a rural Masonic Hall.
- The MAED will start a fundraising campaign asking its members to cover the main moving and restoration costs of the building. The MAED are optimistic for a speedy launch and completion of this joint project anticipating an official launch by June 2008.

Leeds and Grenville

International Plowing Match Plans

- The 2007 match was held at Crosby in the Township of Rideau Lakes from September 18 to 22. Upper Canada Village's contribution was two-fold: the loan of 19th century agricultural implements to be exhibited in the Heritage tent and the presentation of a mini heritage fashion show in the Living Country tent on September 22.
- Staff from Upper Canada Village and teens from the Village's Young Interpreter Program went to the IPM to talk about fashion in the

1860s and how to reproduce clothing and styles from that time period in the setting of a living history site.

Program & Event Development

Crysler Hall Exhibit Refurbishment

- The installation of two new custom display units in Chrysler Hall was completed. The addition of these display units will allow Upper Canada Village to design and display custom exhibits using the artifacts in its collections. The first exhibit will open in May 2008.

Unveiling at the Battle of Chrysler's Farm Memorial Building

- On May 17, 2007, the Friends of Chrysler's Farm Battlefield officially unveiled the new interactive battlefield model and map at the Memorial Building which were recently built and installed by Global Exhibit Technology of Ottawa. Robin Morris, president of the Friends, welcomed the guests and talked about the group's commitment to the preservation and promotion of the battlefield site.
- Also in attendance were Guy Lauzon, MP for Stormont, Dundas & South Glengarry and Jim Brownell, MPP for Stormont, Dundas & South Glengarry. Also present was Donald Graves, author of *Field of Glory: The Battle of Chrysler's Farm, 1813*.



Grade 3

Special Activity Days

- Grade 3 Special Activity Days took place June 4-7. Staff-led hands-on activity stations were created throughout the site appropriate to the Grade 3 Ontario Social Studies curriculum. Literally thousands of grade 3 students had the opportunity to enjoy these activities.

PARKS & RECREATION

Upper Canada Golf Course

- Total rounds played increased by over 6% compared to the 2006/07 season. This increase was partly attributed to the ongoing success of the Monday through Wednesday Golf & Ride special and excellent weather as well.
- Capitalizing on the success of the Golf & Ride promotion, a weekend Golf, Ride & Dine special was introduced with good results.
- Performance at the food and beverage operations increased by over 26% in direct relation to the increased rounds and from Alight at Night.
- New signage for the golf course restaurant was installed on County Road 2 to provide more visibility and profile for the restaurant and to make consumers aware that it is open to the public.
- The golf course restaurant was named as The Upper Canadian Cookhouse.

Crysler Park Marina

- Chrysler Park Marina experienced a slight 1.1% decline in activity due to softness in transient dockage and a 1% growth in seasonal dockage largely due to poor spring weather and rising fuel prices.



Golf & Ride and Golf, Ride & Dine specials were popular with golfers.

- Transient boaters originating from Quebec continued to represent over 60% of the Marina's transient business.

Campgrounds & Beaches

- Campgrounds benefited from hot, dry prime season weather. Revenue performed exceptionally well in 2007/08 exceeding prior year by \$200,000, a 11.8% increase in revenue. These increases were the result of strong performance on long weekends during July and August which were completely sold out and high overall occupancy (73% RV sites, 55% electric sites, 48% premium waterfront sites and 25% tent sites) in the campgrounds. Activity at the beaches exceeded budget forecast by almost 10%.
- A partnership for new cabin construction with co-op students of the Catholic School Board of Eastern Ontario at Notre Dame High School in Carleton Place continued in 2007. The completed cabin will be moved to Ivy Lea Park on the 1000 Islands Parkway in May 2008 in time for the opening of the 2008 camping season.



Students from Notre Dame High School in Carleton Place work on construction of camper cabin.

- All campgrounds implemented a recycling program for glass, cans and plastic to address the need for environmentally friendly sites. Customer cooperation and appreciation of this initiative was very positive.
- With capital infrastructure funding, a new shower/washroom building was constructed at the Upper Canada Migratory Bird Sanctuary. This new building is a maintenance free design using the latest technology and design features.
- A \$35,000 grant for marketing and promotion was secured from the Ontario Trillium Foundation, through an application by Destination Marketing Organization Cornwall & Seaway Valley Tourism in partnership with the Commission, Township of South Dundas and South Stormont. This added funding was used to advertise and promote the Long Sault Regatta to a broader audience in both Eastern Ontario and West Quebec. The Long Sault Regatta was also named "race of the year" by the Canadian Boating Federation.
- In September, a new Senior market promotion was introduced offering 50% off camping. This new promotion met budget forecast attracting 600 new camper nights in the fall.



Waterfront Trail participants traveling through the Seaway Valley portion of the cycling trail.

Land-use

- Approximately 13 km of 1000 Islands Parkway, from the Lighthouse Restaurant and heading west, has been repaved and new guide rails installed.
- The parking lot and drive-way of Gray's Bay parkette was repaved.
- The Parks division continued working with the Ministry of Transportation to upgrade the gravel and paving at several lookouts on the 1000 Islands Parkway and Elliot Lane, just west of Brown's Bay Beach.



The Long Sault Regatta was named "race of the year" by the Canadian Boating Federation.