

Dear Fellow Employees,

I'd like to take this opportunity to thank you for your commitment and dedication to the Niagara Parks team. Whether you are a long serving employee or with us for your first season, you are important to us and you are key to providing excellent memories for our guests.

The world economy continues to create a number of challenges for us as an organization. However, the more we are able to provide unforgettable experiences for those who visit us, the farther word will spread that Niagara Parks is a must see for vacation planning. We are in an extremely competitive environment and your efforts will be crucial in making Niagara Parks the destination of choice.

This Employee Manual introduces you to The Niagara Parks Commission and serves as a valuable resource guide. It will help you to understand our organization and the values that we strive to uphold and will provide answers to questions you may have. It outlines our expectations and is one of many resources which will help you to be successful.

I have no doubt that our industry will continue to face many unique challenges in the months ahead, however, I believe that if we face these issues with positive attitudes and work together with the best interests of our visitors in mind, our reputation for excellence will help our visitors choose Niagara Parks as the place to spend their leisure time.

Thank you again for all that you do and I wish you every success as you serve your fellow employees and our guests with courtesy, respect and enthusiasm. Have a great season!

Dave Morris, Director of Human Resources & Administration

# TABLE OF CONTENTS

## SECTION I

### NIAGARA PARKS INFORMATION

What is The Niagara Parks Commission?.....	5
Our Mission .....	5
Our Vision .....	6
Founding Principles .....	6
Aims and Objectives .....	6
Original Park .....	7
Today's Park .....	7
Board of Directors (Commissioners) .....	8
Departments .....	8
Admission Packages .....	13

## SECTION II

### CUSTOMER SERVICE: DISCOVER THE WONDERS

Customer Service Training .....	15
"Wonders" Orientation Training .....	16
Principles of Accessibility Training .....	16
Image Training.....	17
Customer Service Attitudes .....	17
Customer Service Skills .....	17
Customer Service Principles .....	18
Business Depends on Quality of Service.....	20

## SECTION III

### CONDITIONS OF EMPLOYMENT

Code of Respect Policy .....	23
Code of Conduct .....	24
Public Service of Ontario Act .....	25
Employee Conduct .....	27
Professionalism .....	28
Harassment Policy .....	28
Human Resources Procedures .....	30
Employee Identification Cards .....	31

Pension Plan .....	31
Length of Employment .....	31
Performance Appraisals/Rehire Policy .....	31
Payroll Procedures .....	32
Transfers .....	33
Employee Rules and Procedures: .....	35
Uniforms .....	35
Grooming .....	35
Cosmetics/Jewelry/Accessories .....	36
Sunglasses .....	36
Park Cleanliness .....	36
Sickness .....	36
Work Schedules.....	36
Parking & Staff Transportation.....	37
Freedom of Information.....	37

**SECTION IV**

**OTHER INFORMATION**

Persons with Disabilities .....	39
Employee Website .....	40
Employee Newsletter .....	40
Bulletin Boards .....	40
Suggestion Awards .....	41
Attractions Ontario Reciprocal Program .....	43
Recycling & Environmental Initiatives .....	43
Health & Safety .....	45
In Summary .....	45
Key NPC Phone Numbers .....	46
Note Pages .....	47

## SECTION 1

### NIAGARA PARKS INFORMATION



## **WHAT IS THE NIAGARA PARKS COMMISSION?**

The Niagara Parks Commission (NPC) is an Agency of the Provincial government, reporting to the Ontario Ministry of Tourism and Culture. An agency is different from standard government operations as we are given a mandate on how to operate by the Province, but we are set up to operate independently or at "arm's length". One important way that we are different from a regular government department is that we report to a Board of Directors, consisting of Commissioners who are entrusted to oversee our Policy. Another critical difference is that we operate without the benefit of transfer payments (funding) from Government. That is why we operate gift shops, restaurants, parking lots, golf courses and attractions - so that we are able to generate our own revenue. We are defined as an Operational Enterprise, which means that we are expected to operate as a business with revenues received from our own commercial operations. The Provincial Ministry of Finance also considers NPC to be a *Government Business Enterprise*, meaning we maintain our operations and meet our obligations from revenues generated outside the normal government reporting entity.

## **OUR MISSION**

*TO PRESERVE AND ENHANCE THE NATURAL BEAUTY OF THE FALLS AND THE NIAGARA RIVER CORRIDOR FOR THE ENJOYMENT OF VISITORS WHILE MAINTAINING FINANCIAL SELF-SUFFICIENCY.*

There are 3 key elements to this mission that drive our day-to-day operations:

- Preserve and enhance - this reflects our stewardship responsibilities
- For the enjoyment of visitors - who we do this for
- Financial self-sufficiency - we carry out our activities at no cost to taxpayers

## **OUR VISION**

Niagara Parks will be the destination of choice for visitors, providing authentic and memorable experiences that explore the rich heritage and majestic beauty of the Falls and the Niagara River Corridor.

## **FOUNDING PRINCIPLES**

The Niagara Falls Park Act was passed on March 30, 1885 by the Ontario Legislature, with two principles that continue to guide our operations today:

- The Niagara Parks should be financially self-supporting.
- As far as is possible, the Niagara Parks should be free to the public.

## **AIMS AND OBJECTIVES**

1. To maintain, preserve and enhance the beauty and surroundings of the Canadian Horseshoe Falls and the Niagara River from Lake Erie to Lake Ontario.
2. To develop, operate and maintain a system of parks and recreation areas, historic sites and educational facilities which complement the natural wonders of Niagara Falls and the Niagara River Gorge and which facilitate and add to visitors' enjoyment.
3. To provide those wishing to view and enjoy the splendor of Niagara Falls with opportunities to do so with ease.
4. To provide a broad range of educational opportunities in the fields of horticulture, geology, natural history and the history of the Niagara area.
5. To continually seek new methods and means for improving the experience for those visiting the Falls area.
6. To encourage complimentary uses of land adjacent to the Parks and to work with other groups and agencies which have compatible interests.
7. To ensure a suitable first and/or last impression for the many millions of visitors to Ontario and Canada crossing

the borders along the Niagara River.

8. To encourage and promote the development of the tourism industry in Ontario and Canada.
9. To pursue the self-sustaining nature of the Parks while recognizing the limitations of compatible and suitable revenue-producing facilities as well as the long-range needs for capital improvements.

To ensure our customers understand that we are financially self-sufficient, a "Your Purchases Make Great Things Happen" logo is used on our brochures and posters throughout the Park (see the back cover of this Manual).

#### **ORIGINAL PARK**

1. In 1885 Queen Victoria Park was 60.2 hectares (154 acres).
2. Revenue was obtained from license fees for franchises:
  - a. Land rental for hydroelectricity production
  - b. Serving of light refreshments
  - c. Operating an electric railway
3. The first Commissioners had power to expropriate land.
4. Financing of the Parks was arranged through the sale of debentures.

#### **TODAY'S PARK**

1. 1,720 hectares (4,250 acres) - more than twenty-five times larger than the original.
2. Extends 56 km (35 miles) along the Niagara Parkway from Lake Erie to Lake Ontario.
3. Is completely self-supporting, receiving no funding from taxpayers. We raise our own revenue through the operation of gift shops, restaurants, attractions, golf courses, heritage sites and parking lots.

## **BOARD OF DIRECTORS (The Commissioners)**

Niagara Parks' Commissioners decide on policy matters and fulfill the mandates of our founding principles and objectives. The Chairman, Vice Chairman and six other Commission members are appointed for designated terms by the Ontario Government. The Commission also has representatives from the City of Niagara Falls, the Town of Fort Erie, the Town of Niagara-on-the-Lake and from the Regional Municipality of Niagara. The Commission reports to the Legislature through the Ontario Minister of Tourism & Culture.

## **DEPARTMENTS**

### **Corporate Services and Administration**

Corporate Services encompasses Finance, Treasury, Information Technology, Human Resources, Corporate Training, Health and Safety and Police Services. Finance includes Accounts Payable and Receivable, Payroll, Purchasing, Internal Auditing and a central Revenue Office. Administration includes Corporate Policy Development, Business Planning, Records Management, Program Evaluation and Corporate Strategy.

### **Police Services**

The Niagara Parks Police Services are responsible for the security of Commission lands and properties as well as the welfare of our visitors. As with any police service that deals with large numbers of people, good public relations are a high priority. With millions of visitors in the Park annually, there are many and varied occurrences investigated by our Parks Police. These include thefts, traffic and pedestrian accidents, counterfeit currency offences, as well as rescuing people in dangerous situations.

The Parks Police also work closely with other enforcement agencies to monitor the international border. The Parks

Police co-ordinate and administer a computer-based Lost & Found system and provide assistance to the traveling public when necessary. They are responsible for the enforcement of provincial statutes and assist in the enforcement of the Criminal Code as well as other specific federal statutes. They perform a number of ancillary duties to assist with the good management of NPC. Our Police Services motto is: ***SERVING OUR VISITORS WITH PRIDE***

#### **Engineering & Planning**

Engineering involves the supervision and co-ordination of major maintenance projects and the upkeep of all Park buildings and structures, utilities, vehicles, equipment and roadways. The Engineering Department is also responsible for the development of new major capital projects and the management of properties owned by NPC. Also included is the operation of the Peoplemover system.

#### **Revenue Operations & Business Development**

This department includes all of NPC's revenue generating activities except for Golf: retail, attractions, parking lots, food services, Sales & Marketing and business development. This department operates all gift stores and our major attractions: **Niagara's Fury, Journey Behind the Falls, Whirlpool Aero Car, White Water Walk, the Butterfly Conservatory** and tours at the **Sir Adam Beck 2 Generating Station**. It is also responsible for Parking Lots and the Falls Incline Railway, Welcome Centres and the Ambassador/bus management system, processing permits for use of NPC picnic pavilions and licensing of tour guides, sightseeing operators and tour buses.

NPC Retail stores are serviced from the Distribution Centre in Chippawa. At Table Rock, we have a fresh fudge kitchen and Pop & Lolly's candy store. Currency exchanges are available at Table Rock and at Queen Victoria Place Gift

Shop. The Maid of the Mist is a privately-owned attraction, but NPC manages four high speed elevators used to transport visitors to and from the attraction's Canadian docks.

*Sales & Marketing* operates out of the Dunn Street office. Marketing staff research, develop and implement all Park marketing services and communications which include: advertising, signage, brochures and printed materials like passes and posters; negotiation of partnerships with companies like Pizza Pizza and Coca-Cola; development and maintenance of several websites like niagaraparks.com, niagaraparksWeddings.com and niagaraparksGolf.com; corporate communications including annual reports and submissions to government; public relations and news media activities; launch and promotion of new Parks' products and attractions; execution of all in-Park events and programming such as concerts and fireworks; and coordination of permits for commercial photography and weddings on Park property.

Sales staff support several important functions: Corporate Meetings & Convention Sales provide customized banquet, golf tournament, party and wedding events for corporations and organizations; Travel Trade (or Group) Sales provide packaged attraction and restaurant bookings to North American sightseeing and tour operators; International & Asian Sales work with tour operators in countries around the world; Consignment Sales sell NPC Passes through partnering hotels and businesses like AAA; E-Commerce facilitates the online sale of Passes and Packages. Sales customers can contact Marketing & Sales staff at our toll-free number 1-877-NIA-PARK ext. 2 or (905) 371-0254.

*Food Services* provide a variety of food and beverage options. Several locations are licensed by the Alcohol &

Gaming Commission of Ontario: **Elements on the Falls** at Table Rock Centre, **Edgewater's Tap & Grill** and **Riverview International Buffet** both located at Queen Victoria Place, **Maid of the Mist**, **Butterfly Café** and **Queenston Heights Restaurant**. Quick Service is available at Whirlpool Aero Car and at the Table Rock Food Court, which includes **Pizza Pizza**, **Tim Hortons**, **Burger Town** and **Ah So Sushi**. Refreshment carts are used throughout the Park and Catering Services for special events are available through our restaurants and the **"Chefs in the Park"** catering vehicle.

#### **Golf Services**

Niagara Parks operates three public golf facilities. **Legends on the Niagara**, located south of Chippawa, is a five star 45-hole golf facility. It features two championship 18-hole courses, *Battlefield* and *Ussher's Creek*, a 9-hole short course known as *Chippawa* and a *Golf Academy* that provides all levels of golf instruction on Canada's only 360-degree driving range.

Niagara Parks also operates the famous **Whirlpool Public Golf Course** which has consistently ranked well among public golf courses in Canada since it opened in 1951. Full tournament services and Pro Shops, restaurants, halfway houses and banquet facilities are offered at both Whirlpool and Legends on the Niagara.

The **Oak Hall Par 3** is a 9-hole course located on the grounds of historic Oak Hall, home of NPC's administrative offices.

NPC also supports the Niagara Golf Trail, a partnership of golf courses in the Niagara region that cooperatively market the Destination. The department also partners with local hotels to package overnight golf vacations.

## **Parks Department**

The Parks Department is responsible for the planning, development and maintenance of all NPC gardens and parklands, including the preservation and restoration of natural habitat areas. Maintenance functions include the planting and care of trees, shrubs and flowers as well as the care of turf grass and nature areas. Operations include the **Floral Showhouse, Floral Clock, Oakes Garden Theatre, Botanical Gardens and School of Horticulture**, and the provision of Waste Management and Recycling services. The Botanical Gardens is the "outdoor classroom" of students at the School of Horticulture, Canada's only residential school for horticultural studies, and is also home to the Butterfly Conservatory. Parks Department staff are responsible for over 2,000 live butterflies and the lush, tropical plants in this attraction. This department also oversees our Heritage sites, including **Old Fort Erie, Mackenzie Printery & Newspaper Museum, McFarland House, Laura Secord Homestead and Chippawa Battlefield Park**. These historic sites are promoted together to the public as the **Niagara Heritage Trail**. NPC's Heritage sites are also involved in planning upcoming bicentennial events for 2012-2014, along with bi-national partners. Visit [www.visit1812.com](http://www.visit1812.com) for details.

Most other Parks' department sites are promoted under two additional trail names: **Niagara Garden Trail** and **Niagara Nature Trails**.

Gardening and flower enthusiasts can always find something new to appreciate on our Niagara Garden Trail - from heritage kitchen gardens to beautiful annual displays and hanging baskets throughout Queen Victoria Park. The Niagara Nature Trails appeal to nature lovers, wild-flower or bird enthusiasts, environmentalists, hikers, cyclists, geocachers, amateur geologists and photographers. Rich

outdoor experiences can be found on short trails winding through woodland and conservation areas, or on day-long adventures deep in the Niagara Glen or along the 53-km (35-mile) Niagara River Recreational Trail. The trail passes old growth and Carolinian forests, the Niagara Escarpment, the Great Gorge and pristine nature preserves, all restored and protected by NPC. The Trail includes over 100 plaques, monuments and markers that highlight the persons, places and events that are significant to the history of Niagara. Our Trail is part of the Trans-Canada network of trails and connects with many others, including the Bruce Trail at Queenston Heights, the Greater Niagara Circle Route and the Friendship Trail in Fort Erie.

#### **Admission Packages**

NPC attractions with admission fees are promoted together in packages that allow our customers to enjoy all the attractions for one low price. The **Niagara Falls & Great Gorge Adventure Pass** is sold from April 15 to October 24 and provides admission to Journey Behind the Falls, Maid of the Mist, White Water Walk, Niagara's Fury and two days transportation on the Peoplemover and Falls Incline Railway. The Maid of the Mist is weather dependent and may not sail as early as April 15, so the Whirlpool Aero Car is substituted in the event the boat is not sailing. The Pass also includes discount coupons for admission to the Butterfly Conservatory, Whirlpool Aero Car, Sir Adam Beck Tours and all Niagara Heritage Trail sites.

**Front line employees all will receive an Adventure Friday t-shirt and Adventure Spotters will travel throughout the Park on Fridays taking photos and awarding prizes to those who are participating and can answer a skill-testing question about NPC.**

For the first time in 2010, NPC is partnering with **Whirlpool Jet Boat Tours** to present a new attraction package that will focus on things to see and do in and around the Park north of the Whirlpool. Called **Niagara Break Free**, this new package will be on sale mid-May to Thanksgiving and will feature admission to the Whirlpool Jet Boat and to attractions in the north Park: Whirlpool Aero Car, Butterfly Conservatory, Sir Adam Beck Power Tours, Mackenzie Printery and Laura Secord Homestead. The package also includes coupons for discounts on tours and tastings at wineries located along the Niagara Parkway, as well as for discounts at Niagara Helicopter Tours and for a Bicycle Rental. The focal point for sales of this package and bicycle rentals will be the **Niagara Break Free Adventure Centre** located at the Niagara Glen.

The **Winter Magic Pass** is sold October 15 to April 14, and provides 45% off admission to Journey Behind the Falls, Niagara's Fury and the Butterfly Conservatory. Value-added coupons are included to provide discounts at other destination attractions, such as the Skylon Tower and Niagara SkyWheel.

## SECTION II

### CUSTOMER SERVICE: DISCOVER THE WONDERS!



**Accessibility for Ontarians**

### **CUSTOMER SERVICE TRAINING**

Customer Service is key to the success of our business, whether we are serving a visitor or a fellow employee. Training is an important ingredient to providing the excellent level of service that people have come to expect. The Niagara Parks Commission has developed **The Art and Culture of Customer Service** as its official training program. This program provides the necessary tools to help us all achieve a level of hospitality service that is second to none. If you have not yet had the opportunity to experience The Art and Culture of Customer Service, please speak to your Supervisor and ask to be registered. If you would like more information on any of the following courses, please contact Corporate Training (Human Resources).

### **“WONDERS” ORIENTATION TRAINING**

The Niagara Parks Commission is committed to providing employees with the tools that they need in order to be effective on the job and provide the best service possible to our visitors. Part of that commitment involves the delivery of an orientation program for all new employees. This course is known as WONDERS and assists employees to understand and gain an appreciation of what The Niagara Parks Commission has to offer (e.g. who we are and what we do as an organization, the various departments and locations, our history, employment expectations and how we link to our community partners).

### **PRINCIPLES OF ACCESSIBILITY TRAINING**

Niagara Parks is committed to ensuring all our visitors have a safe and comfortable experience. This new course is designed to assist employees in understanding the unique needs of our customers with disabilities, and how to treat all persons with dignity, equity, inclusion, independence, responsiveness and sensitivity.

## **IMAGE TRAINING**

In order to maintain a respectful and professional image when dealing with our visitors, Image Training is now available to all staff. Your Supervisor will be able to assist you in registering for this course.

## **CUSTOMER SERVICE ATTITUDES**

- **Take personal pride in your job.** "You are the company". If you provide good service, you look good and so do we. Customers will look to you for your expertise.
- **Be helpful to others.** Treat others the way you would like to be treated!

## **CUSTOMER SERVICE SKILLS**

- **Make a good first impression. "Make their day!"**  
Your attitude and appearance will make the difference:
  - Dress for success
  - Make your day better by making it better for others
  - A smile and "hello" will go a long way
- **Communicate with customers.** "Where there's a will there's a way" to communicate. Your facial expression, tone of voice and enthusiasm tells a story to your customer. Although you may be asked the same question repeatedly each day, it is that customer's first time asking and they must be treated respectfully.
- **Satisfy your customers.** Find out what your customers want and strive to meet their needs!

## **CUSTOMER SERVICE PRINCIPLES**

Maintaining good customer relations is not an exact science, but common sense and experience have contributed to certain principles that really work. To achieve customer satisfaction you should strive to:

1. **Give a favourable impression.** You should be well-groomed, have a neat work area and acknowledge your customer immediately. When first meeting your customer, smile, maintain eye contact and use polite, respectful titles to address them, such as Sir and Madam.
2. **Give your full attention.** Your customer should sense that he or she is your top priority. Answer every question to the best of your ability. If you don't know the answer, find out for them.
3. **Speak carefully.** Use a friendly, positive and easy to hear voice at all times. If you are friendly and respectful it is likely that the customer will treat you in a similar manner. Your voice is the most multifaceted "service tool" available to you. Your voice can convey concern, care and compassion. Our visitors expect to be treated in a friendly, respectful and professional manner.
4. **Ask the customer questions and listen for a response.** This approach allows you to obtain information about the customer's concerns, wants and needs and receive his/her understanding of your answers.
5. **Give fast, efficient service.** People will tolerate long lines and inconvenience if they see someone putting all their effort into serving them. They are less tolerant, however, of those who are inefficient or inattentive even under ideal conditions.
6. **Do something extra for the customer.** This means that you should add a portion of your own personality

and effort into the job. It also means volunteering help. An offer of "May I help you?" always brings a smile. Try to anticipate what our customers would like and be ready to serve them.

Sometimes, in spite of our best efforts, a customer will have a complaint and be upset. In those times remember:

1. **Defuse angry customers.** Allow them to express themselves and try to empathize with them. "I'm sorry" should be said to the customer whether or not you were involved in the initial issue. Try to find an area of common ground. Separate the facts from the emotions.
2. **Keep your voice tone normal.** Stay cool! Don't argue! If the customer is loud, try speaking in a softer, contrasting tone. It will be difficult for them to hold a one-sided argument.
3. **When someone complains about a policy, procedure or price, listen!** A customer who complains may provide valuable information on how to improve our service. Contact your Supervisor and discuss the complaint. The Supervisor will decide if any exception to a policy is warranted.
4. **Do not take a complaint personally.** If you have made a mistake, apologize and use the incident as a learning experience. Don't allow yourself to be devastated. Let the customer know that you are glad the problem has been pointed out and that you will deal with it. A customer who complains may get some satisfaction feeling that he/she has corrected or improved the situation for the next person.
5. **When a refund or adjustment is warranted, it should be handled in a positive manner.** Never give the impression that you are irritated. Handle the adjustment as quickly as possible making sure you obtain a customer signature, receipt and the reason for the refund. Find out the procedure at your location from

the Supervisor.

Practicing these principles along with using good sense will ensure that customers have a favourable impression of you, the operation and The Niagara Parks Commission. Remember, we all have customers, whether they are visitors or co-workers, so let's treat everyone with friendliness, respect and courtesy.

#### **BUSINESS DEPENDS ON THE QUALITY OF SERVICE**

What affects how a customer judges the quality of our company?

- Our Product?
- Our Service?
- Our Advertising?

Yes to all factors, but the customer is more sensitive to a whole host of intangible factors that can make or break a business relationship. A customer may decide to stop doing business with NPC simply because you waited too long to return a phone message.

The bottom line is that we are all, regardless of departmental duties, just as responsible as the front-line sales and service staff for maintaining a good relationship with our customers.

1. Every contact with the customer adds to or detracts from their impression of how we do business.
2. Any contact with the customer can be the one that wins or loses their business.
3. Every time there is contact with the customer we are in the spotlight. At that moment, our words, actions and inactions are being evaluated as the whole business experience.
4. Nothing is insignificant. Our tone of voice, our mood,

our manners, will all be judged in light of whether that customer wants to continue doing business with us or not.

5. With that in mind, take particular care that we never allow these moments of contact to be treated with indifference or impatience. After all, the company's business is at stake, and therefore, our jobs are too.

**SECTION III**

**CONDITIONS OF  
EMPLOYMENT**



**Niagara Parks Values**

## **CODE OF RESPECT POLICY**

NPC has in place many Policies regarding how all its employees are expected to conduct their day to day work activities. A full copy of the Corporate Policy Manual, with many administrative and health and safety policies, is available on the Employee website.

Of particular importance is a Policy that all employees need to be familiar with, the Code of Respect. The Policy applies to all persons associated with the Commission, including Commissioners (our board of directors), employees, visitors, contractors, consultants, suppliers, vendors and stakeholders, who are all to be treated with respect and valued for their contributions.

**The Niagara Parks Commission is a place where all persons feel accepted and appreciated and are encouraged to contribute to maintaining a professional, positive and healthy environment. We consistently uphold the equal rights of every person and recognize their inherent dignity and worth.**

In keeping with our Respect Policy, inappropriate behaviour includes but is not limited to: any act of harassment, intimidation, discrimination, coercion or physical or verbal abuse of persons associated with or who come in contact with Niagara Parks; abuse of power and position by any person; betrayal of personal and confidential information; discussing another person and/or the organization in a derogatory manner; joke telling at the expense of others; acceptance of information as fact without investigation of all persons and details involved; non-action by either party in resolution of any contravention of these behaviours. The Respect Policy is part of the Code of Conduct which has been endorsed by The Niagara Parks Commission.

## CODE OF CONDUCT

NPC has developed a Code of Conduct in consultation with our Commissioners, employees and other stakeholders. It provides a set of standards of conduct or behaviour expected and required of everyone associated with NPC. The Code helps us to understand what we stand for and will guide our behaviour as we work together toward our common vision and goals. It will strengthen our organization and assist us in achieving a culture of integrity.

The Code applies to Commissioners, employees and associates of the Commission and requires all of us to operate according to NPC's values of **respect, integrity, excellence, accountability and teamwork.**

<b>RESPECT</b>	We recognize every person's inherent dignity and worth.
<b>INTEGRITY</b>	We are fair and honest in all our communication.
<b>EXCELLENCE</b>	We are committed to achieving best practices in all that we do.
<b>ACCOUNTABILITY</b>	We are responsible for all our decisions and actions.
<b>TEAMWORK</b>	We foster and encourage working individually and collectively toward a shared vision.

It is our shared responsibility to become familiar with this Code and other applicable laws and policies and to understand the consequences of our actions. We are all accountable for our actions and behaviours.

Under the Code, there is a disclosure mechanism. If you become aware of a legitimate violation of the Code, you are expected to bring the matter to the attention of appropriate persons in the organization. Specific training on the Code

and its disclosure procedures is being provided to all existing and new Commissioners, employees and associates.

We are all required to understand the Code of Conduct and its accompanying policies and procedures and make these a part of the way that we conduct business at Niagara Parks. Full compliance with the Code will help make Niagara Parks a better place.

Copies of the Code of Conduct are available at the Human Resources Department, from Managers and Supervisors and online at the Niagara Parks employee website: [www.employee.niagaraparks.com](http://www.employee.niagaraparks.com) (see page 44).

#### **PUBLIC SERVICE OF ONTARIO ACT**

This new Act applies to all public servants in Ontario and Niagara Parks employees and appointees (Commissioners) are now considered public servants under the Act's ethical framework. This ethical framework which requires all public servants to behave in an ethical manner is similar to that described in NPC's Code of Conduct.

This ethical framework impacts four key areas:

- A. Oath of Allegiance (loyalty) and Oath of Office (confidentiality)** – while only new hires are now required to take these Oaths, all employees and appointees are expected to honour the spirit of the Oaths.
- B. Conflicts of Interest** – all public servants will need to follow the Conflict of Interest rules set out in the Act and established in NPC's Code of Conduct and policies (Continued on page 28).

Generally, the Act's Conflict of Interest rules prohibit:

- using your position to benefit yourself, your spouse

- or your children
- accepting gifts other than those of nominal value
- disclosing confidential information
- giving preferential treatment
- hiring your spouse, children, parents or siblings
- engaging in outside activities that conflict with your public service duties
- making personal use of NPC resources

There are also rules for employees involved in matters that might involve the private sector as well as for former employees and Commissioners once they leave the Commission.

Current and former public servants are required to advise their **Ethics Executive (General Manager for staff, Chairman for Appointees)** if they think they have an actual or potential conflict of interest. The Ethics Executive will determine whether a conflict of interest exists and will provide direction if necessary. You are required to follow any direction provided by the Ethics Executive.

- C. Political Activity** – NPC employees are required to follow the political activity rights and restrictions set out in the Act. While you are permitted to engage in political activity, you may not:
- engage in political activity in the workplace or while in NPC uniform
  - use government resources for political activity
  - associate your position as a public servant with public activity (except as necessary to identify your position and work experience if you are seeking candidacy in a federal, provincial or municipal election). If you have any questions about what is appropriate, please contact your Ethics Executive for direction. Additional activity rights material is

available on the Employee website (see page 44).

- D. Disclosure of Wrongdoing** – the Act outlines expectations for ethical behaviour and a process to address behaviour that is not appropriate (wrongdoing). This process is called a disclosure or disclosing a wrongdoing. Anyone who makes a legitimate disclosure or who cooperates in an investigation is protected from reprisal. Many things could be the subject of a disclosure – a contravention of a federal or provincial Act or regulation, the abuse of NPC property, disrespectful behaviour, a breach of confidentiality – really, a violation of any of NPC's policies relating to employee conduct. Details on how to make an internal disclosure are provided in the Code of Conduct and are also available on the Employee website.

The Act allows for disclosure to the Provincial Integrity Commissioner under certain conditions which are: if you believe that disclosure to NPC would not be appropriate or if you have already disclosed to NPC and have concerns that the matter has not been dealt with appropriately. Note that the Integrity Commissioner may choose not to handle the disclosure and it may be referred back to the NPC Ethics Executive. Further details about the *Public Service of Ontario Act*, NPC's Code of Conduct and ethical framework can be found on the Employee website (See page 44).

#### **EMPLOYEE CONDUCT**

It is NPC's desire and intent to establish and maintain a positive working environment and to promote harmonious relationships among all staff.

Achieving that result requires that staff exhibit professionalism and a positive approach with respect to the

various situations and challenges which are part of daily business operations. Commitment, loyalty and respect for each other and for the organization, are integral parts of creating and sustaining that positive healthy atmosphere.

Inappropriate comments or actions, by anyone, that are negative, derogatory, threatening or slanderous toward another individual, or toward The Niagara Parks Commission, create a poisoned work environment and will not be tolerated. Any employee conducting themselves in this manner will be subject to immediate and severe disciplinary action, up to and including dismissal.

Other items regarding conduct are as follows:

1. No horseplay is permitted. This jeopardizes your health and safety and that of others as well.
2. Food and drink, chewing gum are only permitted during your scheduled break period. Please ask your Supervisor where your employee lunch area is located.
3. Alcohol and drugs are prohibited. Violators will be subject to discipline.
4. Tips should not be accepted by any staff other than designated restaurant employees.
5. In accordance with the new policy CPM-05-21, NPC is a smoke-free environment. Smoking is permitted only during your scheduled break and only in designated outdoor smoking areas.

#### **PROFESSIONALISM**

Remember, while you are at work, you are representing The Niagara Parks Commission. Your attitude, dress, image and skills all reflect on the professionalism that you portray to both visitors and co-workers.

#### **HARASSMENT POLICY**

The Ontario Human Rights Code of 1981 provides that every

person has the right to freedom from discrimination in many areas. For NPC employees, the Act covers freedom from discrimination in employment. The Code prohibits harassment in employment because of sex, sexual orientation, race, ancestry, place of origin, color, ethnic origin, citizenship, creed, handicap, age, marital status, family status, or record of offenses. It also prohibits unwelcome sexual solicitations or advances made by a person in a position of authority, or a reprisal because an advance has been refused. It is the policy of The Niagara Parks Commission that every employee can expect to work in an environment free from personal harassment.

Directors and Supervisory staff are responsible, upon becoming aware that harassment is occurring, for dealing with it, even though no formal complaint has been made. In either event, the Human Resources Director should be notified immediately.

*What To Do If You Are Harassed*

1. Tell the harasser very clearly that his or her behavior is not welcome.
2. If the harasser is a co-worker, or someone who works for NPC, complain to someone who has some authority over the harasser. Ask that person to take steps to stop the harassment. It is a good idea to complain in writing, noting the occasions on which you told the harasser that his or her conduct was unwelcome. Ask for a written response. Be sure to keep a copy of what you wrote and any response you receive.
3. Keep written notes about what happened to you when the harassment occurred and what you did about it.
4. All complaints of personal harassment will be fully and properly investigated and, if substantiated, remedied without delay.

## **HUMAN RESOURCES PROCEDURES**

If you are working with The Niagara Parks Commission for the very first time or have been rehired after leaving employment with the Commission, you will need to bring the following information to the Human Resources Office before commencing work:

- (a) Proof of your legal status to work in Canada, i.e. either a Canadian Birth Certificate OR Naturalization from Employment and Immigration Canada
- (b) Proof of age
- (c) Your Social Insurance Number
- (d) Your complete address, including postal code
- (e) Your telephone number
- (f) A void cheque or Direct Deposit form from your bank for Direct Payroll Deposit
- (g) A Seasonal Service Contract (signed by your Supervisor) if you are a Seasonal Employee
- (h) If you are a Regular Full-Time Employee, you will be contacted by the Human Resources Office regarding the completion of other relevant employment documents including an explanation of the Benefit Package

If you are a Seasonal Employee and are returning from layoff, you are not required to come to the Human Resources Office to sign in. Your Supervisor will complete a contract, review it with you and forward it to the Human Resources Office. As a returning employee, you will only need to come to the Human Resources Office if there is a change that requires your signature (new bank account number, new tax status, signing up for benefits or pension).

*IT IS IMPORTANT TO UNDERSTAND THAT YOU CANNOT BE PAID UNTIL THE HUMAN RESOURCES OFFICE RECEIVES THE REQUIRED INFORMATION.*

If at any time, you change your name, address, telephone or bank account number, please contact the Human

Resources Office as soon as possible in order that we may ensure that information relating to your employment is complete and accurate.

#### **EMPLOYEE IDENTIFICATION CARDS**

Employees are issued identification cards which can be used to obtain discounts at certain NPC Food, Retail and Attractions operations. Identification cards are also used for staff who need to ride the Peoplemover buses or Falls Incline Railway to get to their work locations. Any questions concerning the use of identification cards should be referred to your Supervisor. Anyone who leaves employment and is not returning must turn in his/her card to a Supervisor who will forward it to Human Resources.

#### **PENSION PLAN**

Seasonal Employees (with the exception of students) have the option to join the pension plan if they wish. It is only mandatory for Regular Full-Time Staff. For more information, please contact the Human Resources Office.

#### **LENGTH OF EMPLOYMENT**

For our Seasonal Staff, we are anxious to employ you for as long as possible, but due to the seasonal nature of the tourism industry in Niagara Falls, it is not possible to assure you employment for a definite time period. Your length of employment will depend upon uncontrollable and unpredictable factors such as weather conditions, number of tourists, international events, business demands, etc.

#### **PERFORMANCE APPRAISALS/REHIRE POLICY**

NPC is committed to a policy of appraising the performance of all employees (Regular and Seasonal). If you are a Seasonal Employee and your employment for the season is coming to an end and you have not yet received a performance appraisal, you should contact your Supervisor

and request one. A satisfactory appraisal is required in order to be rehired next season. If you are being invited to return next season, it will not be necessary to fill in another application form. If you are a Regular Full-Time Employee, your performance should be appraised on an annual basis.

The purpose of appraisals is to improve performance and/or maintain high performance levels by ensuring that employees know and are committed to achieving what is expected of them. Employees are asked to sign the appraisal to show that they are aware of the Supervisor's evaluation. For Seasonal Employees, Managers will indicate on your appraisal the rehire status prior to the end of the current season.

\*Please Note: IF YOU ARE A SEASONAL EMPLOYEE AND YOU VOLUNTARILY TERMINATE YOUR EMPLOYMENT PRIOR TO LABOUR DAY, AND/OR WHILE YOUR SERVICES ARE STILL REQUIRED, YOU MAY NOT BE CONSIDERED FOR WORK IN THE FUTURE.

## **PAYROLL PROCEDURES**

1. Only you or your Supervisor is allowed to punch your time card in or out. All changes or markings must be initialed by your Supervisor. The time worked by some Regular Full-Time Staff is recorded on an Attendance Record. This information must be approved by the Supervisor.
2. Employees are paid through a Direct Deposit System. The net amount of your pay will be deposited every other Friday to the bank account designated by you. For Seasonal Employees, vacation pay is added to each deposit. Pay period schedules are available through your Supervisor.
3. Seasonal Employees are eligible for up to nine (9) paid public holidays: New Year's Day, Family Day, Good Friday, Victoria Day, Canada Day, Labour Day, Thanksgiving Day, Christmas Day and Boxing Day.
4. Regular Full-Time Employees are eligible for three (3) additional paid holidays (Easter Monday, Civic Holiday, Remembrance Day or relevant Collective Agreement).
5. If an employee works on a public holiday he/she will receive time and one-half for the hours worked (or the payment as outlined in the pertinent collective agreement) plus a regular day's pay (calculated in accordance with appropriate Collective Agreement).
6. Gratuities directed to restaurant staff will be paid on regular pay days as part of your Direct Deposit amount. They are listed separately on the earnings statement. Questions about gratuities should be directed to your restaurant Supervisor.
7. Upon written authorization from the Employee, a Record of Employment will be sent to the Employment Insurance Office following notification by a Supervisor that an employee has left employment. An employee may file with the Employment Centre after their last day of employment.

## TRANSFERS

It is possible for Seasonal Employees to apply for a transfer to another department within NPC under the following guidelines:

1. Seasonal Employees who wish to transfer from one department to another must visit the Human Resources Office to complete a Transfer Request form. Transfer requests are accepted year-round, however, an employee wishing to be considered for a transfer prior to the opening of the season must apply on or before December 31.
2. Executive Directors and their management staff will ensure that the employees on the transfer list are evaluated and considered before new employees are hired. It is understood that only employees with fully satisfactory job performance records will be considered for transfers.
3. The Human Resources Office will notify employees about the results of their transfer requests if a new position is found.
4. It should be understood that submitting a transfer request is **not** a guarantee of a transfer to another department.
5. In addition to the above, bargaining unit employees who wish to transfer from one department to another shall be subject to the terms and conditions of the relevant Collective Agreement.

Transfer requests are valid for one season only, and must be renewed each year by the employee. Any changes to a transfer request once it is completed must be made by visiting the Human Resources Office.

## **EMPLOYEE RULES AND PROCEDURES**

Every business needs rules and ways of doing things in order to be efficient and fair. The following guidelines are to help you understand what is expected of you. An Image Training Course is provided through Corporate Training to offer clarification on acceptable employee appearance. Be sure to speak to your Supervisor if you need further information on any of these conditions of employment.

### **Uniforms (if required)**

1. NPC only (substitutes not permitted with the exception of Peoplemover that may substitute pants).
2. Must be neat and clean.
3. Name tags must be worn at all times.
4. Shirts and blouses must be tucked in.
5. Where required, personal protective equipment and clothing must be used. Sunscreen is available for employees who are required to work outside on a regular basis.

### **Grooming**

1. All employees are expected to arrive to work neat and tidy, ensuring that all personal hygiene needs are met daily.
2. Hair must be neat, clean and well groomed. Styles or tinting that is extreme will not be allowed.
3. Staff must tie their hair back or wear hair nets in some work locations.
4. If a man has a beard or mustache prior to commencing employment, it must be kept neatly trimmed or groomed.
5. Staff should be well rested for their scheduled shift.
6. Footwear must be comfortable, in good repair and where applicable, comply with Health and Safety regulations.

**Cosmetics, Jewellery, Piercings and Other Accessories**

1. Must be kept to a minimum.
2. Must be simple and in a natural or plain style.
3. Must be in good taste - not flashy or pretentious.
4. Extremes or inappropriate items will not be allowed.
5. Any accessories that affect speech or communication will not be allowed.

**Sunglasses**

1. Should only be worn when needed to block out the sun for safe and efficient job performance.
2. Should be a simple style.

**Park Cleanliness**

1. Everyone in the Park is expected to contribute to keeping the Park clean and litter free.
2. Pick up any litter you see and deposit it in the appropriate disposal.
3. Keep your work area clean at all times.
4. Use the appropriate recycling bins that are found throughout the Park.

**Sickness**

Any employee who is absent from work due to sickness may be required by their Supervisor to furnish a medical certificate of illness and/or fitness to return to work. If you are unable to come to work, please call and speak to your Supervisor and advise him/her as soon as possible. Please do not relay messages through other employees or friends. Talk to your Supervisor directly.

**Work Schedules**

Every employee is responsible to check work schedules and be aware of his/her duty shift. Any questions regarding the schedule or difficulties that arise should be discussed with

your Supervisor.

### **Parking & Staff Transportation**

NPC has a parking policy to ensure that the maximum number of visitors to Niagara Parks may conveniently park their cars. Generally, staff parking is not permitted in the Falls Parking Lot during the summer season or on weekends during the busier periods of the Spring/Fall seasons. Staff may use the Falls Incline Railway or Peoplemover buses during their regularly scheduled times for transportation to and from work. In addition, a dedicated staff shuttle operates at selected times. Memos are issued periodically notifying appropriate staff of the specific dates on which they may or may not park in Falls Parking as well as the hours of operation of Rapidsview Parking, Falls Incline, Peoplemover and staff shuttle. Please follow instructions issued by your Supervisor when these options are unavailable or if alternate parking arrangements are made.

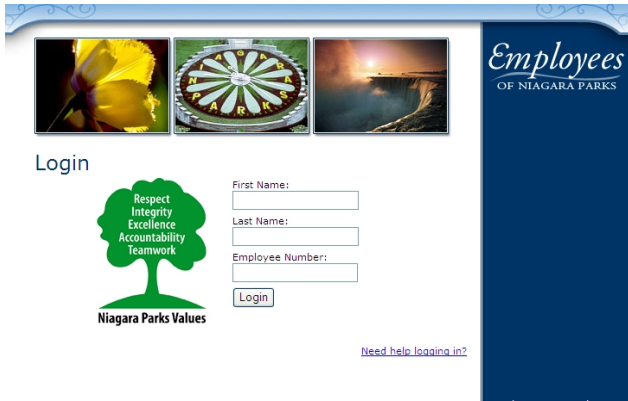
### **Freedom of Information**

The Freedom of Information and Protection of Privacy Act stands for two fundamental principles: that Ontario government information should be available to the public and that the privacy of individuals should be protected with respect to personal information about themselves held by the Ontario government.

Under the Act, government (including NPC) must observe strict standards with respect to the collection, storage, use, dissemination and disposal of personal information. In order to protect our employees' right to privacy, we would require a written authorization from an employee before we could release any information about him/her to a third party (e.g. credit check by a lending institution, reference for other employment, etc.). The appropriate release forms are available from H.R.

# SECTION IV

## OTHER INFORMATION



The screenshot shows the login page for the Employees of Niagara Parks website. At the top, there are three small images: a yellow flower, a dartboard, and a scenic view of Niagara Falls. To the right of these images is the logo for "Employees OF NIAGARA PARKS". Below the images, the word "Login" is displayed. On the left, there is a green tree icon with the text "Respect Integrity Excellence Accountability Teamwork" and "Niagara Parks Values" below it. To the right of the tree icon are three input fields labeled "First Name:", "Last Name:", and "Employee Number:", followed by a "Login" button. At the bottom right of the login area, there is a blue link that says "Need help logging in?".

### EMPLOYEE WEBSITE

## **PERSONS WITH DISABILITIES**

The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) promotes accessibility for persons with disabilities. It provides for the implementation of specific accessibility standards which will improve accessibility by year 2025 in the following areas: customer service, information and communications, transportation, built environment and employment.

The first accessibility standard established under this Act is the Accessibility Standards for Customer Service which came into effect January 1, 2010. It is now law and compliance is expected in all areas of the NPC. NPC Policy CPM 02-14 sets out this commitment by NPC and promotes accessibility based upon the core principles of dignity, independence, inclusion, integration, responsiveness and equality of opportunity.

Attractions will provide complimentary admission to a person who is assisting someone with a disability and support animals are welcomed at NPC venues. Limited wheelchair rentals are available through the Table Rock Welcome Centre. All staff are expected to be knowledgeable of accessible washrooms, designated parking spots, drop-off areas, ramps, elevators and safety routes. NPC values visitor feedback on accessibility and customer feedback forms are available for staff to use.

NPC continues to work towards ensuring that all of our customers have a safe and comfortable visit and to upgrade our sites to provide full accessibility. Ongoing staff training is provided in order that NPC meets compliance and to assist you to understand your role and responsibilities under the law.

For further information about accessibility at Niagara Parks,

please visit [www.niagaraparks.com](http://www.niagaraparks.com).

More information about AODA and its compliance requirements is available at [www.AccessON.ca](http://www.AccessON.ca).

#### **EMPLOYEE WEBSITE**

An Employee Website has been developed to provide more NPC information at [www.employee.niagaraparks.com](http://www.employee.niagaraparks.com). You must sign in using your name and ID number written exactly as shown on your pay stub. Once signed on you will have access to job postings, documents, policies, collective agreements, announcements, health and safety information, employee newsletters and partnership programs.

#### **EMPLOYEE NEWSLETTER**

All employees are invited to read the NPC newsletter called "Employee Connection" which can be found on NPC's Employee Website. Copies are also available on Bulletin Boards located at each site. Retired employees also receive a copy through the regular mail. The newsletter fills two communication objectives: Social updates that recognize milestones such as marriages and promotions, employees who make a special contribution to NPC or to the community, and NPC events and parties; and business updates that highlight objectives and initiatives being launched by the Commission. Suggestions for articles or photos should be sent to Marketing at Dunn Street.

#### **BULLETIN BOARDS**

Each location has a bulletin board for the purpose of communicating a variety of information to staff (e.g. opportunities, new and changing services, updates on policies, procedures and health and safety etc.). Be sure to check your workplace bulletin boards for important information regarding issues which may be relevant to you.

## **SUGGESTION AWARDS**

### **WHO CAN SUBMIT A SUGGESTION?**

All Probationary, Regular and Seasonal Employees may submit suggestions. Suggestion forms are available from your Bulletin Boards, your Supervisor, the Human Resources office or the Employee website.

### **WHAT TYPES OF SUGGESTIONS ARE ELIGIBLE FOR AN AWARD?**

1. Those that result in tangible or measurable savings.
2. Those that increase the productivity and efficiency of our operation.
3. Those that improve the Park environment.
4. Suggestions related to Health and Safety will be considered by the Executive Director, Corporate Services in consultation with the Health, Safety and Environment Department. However, prior to their submission, these suggestions should be made known to your Supervisor for immediate workplace consideration.
5. A Letter of Acknowledgement will be sent to all participants.

### **AWARD STRUCTURE**

1. A letter of acknowledgment from the General Manager for an accepted submission.
2. Notation in the Retirement/Awards program.
3. A tangible reward.
4. Letter of acknowledgment from the Suggestion Committee to all participants.

### **AVAILABLE AWARDS**

1. Category A – SIGNIFICANT - Implementable suggestions with significant savings.
2. Category B - TANGIBLE - Implementable suggestions with moderate savings.

3. Category C – INTANGIBLE – Implementable suggestions where savings are not measurable but are evaluated to have a great, substantial, moderate or small degree of benefit to the organization.
4. MERITORIOUS – Suggestion is good but not implementable.

The awards are no longer cash; they are now a selection of gifts for the employee to choose, depending on the category of their award.

#### **HOW SUGGESTIONS ARE HANDLED**

Suggestions are submitted to the Suggestion Administrator and responses are given as soon as possible. Only one suggestion should be submitted per form. If at any time an employee wishes to reopen a suggestion to present new or additional information, the Suggestion Administrator can be asked to review the decision. When two or more employees submit the same idea, the first to be received and recorded shall be considered eligible for an award. When two or more employees sign a suggestion which is adopted, the award shall be divided equally among them. All suggestions become the property of The Niagara Parks Commission.

#### **RETURN THE COMPLETED SUGGESTION FORM TO:**

Secretary Administrator, Oak Hall  
P.O. Box 150  
Niagara Falls, Ontario, L2E 6T2

### **ATTRACTIONS ONTARIO RECIPROCAL PROGRAM**

NPC participates each summer in the Attractions Ontario Reciprocal Admissions Program that provides discounts to all employees to visit other participating attractions throughout Ontario. Over 125 attractions are eligible, including African Lion Safari and Whirlpool Jet Boats. A full list of participating attractions is available on the Employee Website.

Employees from participating attractions that visit NPC receive: free admission including one guest and 10% off of purchases of \$20 or more in retail shops, available at all NPC attractions Monday to Friday only before 11:00 a.m. or after 3:00 p.m. The employee must show employment confirmation (employee card, business card, pay stub) including photo I.D. and a second piece of I.D.

### **RECYCLING & OTHER ENVIRONMENTAL INITIATIVES**

#### *Our Commitment to the Environment*

NPC is entrusted to "preserve and enhance the beauty of the Falls and the Niagara River corridor".

One initiative to preserve the environment is NPC's "Spare the Air" Emissions Reduction Program that we started in 2001. The program now includes the City of Niagara Falls, Town of Niagara-on-the-Lake, Town of Fort Erie, Peace Bridge Authority, Niagara Falls Bridge Commission and Ontario Power Generation, all working together to decrease idling in the Park by motor coach and truck drivers. In accordance with Parks policy, this program extends to all employees and you should do your part by avoiding unnecessary idling in the Park.

Our goal is to improve environmental quality and sustainable development throughout our parks for the benefit of our visitors, employees and partners in the

community.

The recycling and composting programs in the Park have long been recognized as a model for parks and other operations across the country. The recycling initiative began in the mid-1980s and short-term composting has taken place for even longer. One key initiative is the use of biodegradable plastic and recycling of raincoats at Journey Behind the Falls, a popular attraction visited by millions of visitors each year.

NPC is committed to implementing programs aimed at greening the Park, fostering Project Green Initiatives that are focused on the preservation of existing important natural features and the general enhancement of the natural environment.

Some of our Project Green Initiatives include implementing more green products in our retail stores, using recycled and organic materials wherever possible, the development of a Moraine Management Plan, Revitalization of Oak Savannah Project, Reclamation of Pavement to Green Space at Table Rock, Recycling and Composting, Rehabilitation of Ussher's Creek, guardian of Species at Risk Initiatives, Integrated Pest Management System and several others. Each of these demonstrates our commitment to providing and promoting leadership in environmental protection, management and sustainability.

Another recent environmental initiative was the establishment of the Smog Alert Response Plan. The Commission is equipped to respond to smog alert days in association with the Regional Smog Alert Response Plan. Your Supervisor can provide further information. Your cooperation is needed and appreciated in fostering our commitment to the environment.

## **HEALTH & SAFETY**

NPC is committed to ensuring that all staff work in a safe and healthy environment. The Health, Safety & Environment Department (HSED) provide consultation and support services to NPC on all related matters. The department is a resource to all staff who require assistance and/or input on their health and safety practices, programs and safe work procedures. The department provides information regarding legislation, regulations, policies, programs and safe work procedures. This includes a number of training programs to ensure that everyone is able to work in a manner that is both healthy and safe. If you are a new employee, you must attend Orientation Training. If you are a returning employee and have not attended Orientation Training, please speak to your Supervisor. For more information, visit our Employee website or contact HSED.

## **IN SUMMARY**

We hope this manual has answered most of your questions about employment with NPC and has increased your knowledge of what is expected of you during your period of employment. If you would like additional information or have any questions speak to your Supervisor and/or call the Human Resources Office (905) 353-5418.

You may also visit the Human Resources Office at:  
Niagara College, Maid of the Mist Campus  
5881 Dunn Street, Niagara Falls, ON L2G 2N9  
Monday to Friday, 8:30 a.m. to 4:45 p.m.  
(with the exception of holidays)

**Find out more by visiting our website [www.employee.niagaraparks.com](http://www.employee.niagaraparks.com). To log on enter your name and employee ID number written exactly as they appear on your pay stub.**

## KEY NPC PHONE NUMBERS

(all with area code 905)

Bus Management Table Rock	356-4561
Butterfly Conservatory	358-0025
Edgewaters Tap & Grill	356-2217
Elements on the Falls Restaurant	354-3631
Health & Safety	353-5423
Human Resources	353-5400
Journey Behind the Falls	354-1551
Legends on the Niagara	295-9595
Licensing Rapidsview	357-9340
Maid of the Mist	357-7313
Oak Hall Administration	356-2241
Oak Hall Par 3 Golf	358-6418
Old Fort Erie	871-0540
Payroll (extension 215)	356-2241
Peplemover	357-9340
Police	356-1338
Queenston Heights Restaurant	262-4276
Queen Victoria Place Gift Shop	358-5935
School of Horticulture	356-8554
Table Rock Retail	358-3268
Whirlpool Aero Car	354-5711
Whirlpool Golf Course	356-1140
White Water Walk	374-1221

**Notes:**

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