



**C.A. Pippy Park Commission
St. John's, NL**

2011/2012 ANNUAL REPORT

Submitted to:

Government of Newfoundland and Labrador

Department of Environment and Conservation

Honourable Terry French, Minister

Submitted by:

C.A. Pippy Park Commission

P.O. Box 8861

St. John's, NL

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September 2012

C.A. PIPPY PARK COMMISSION

2011/12 ANNUAL REPORT

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CHAIRPERSON'S MESSAGE

On behalf of the C.A. Pippy Park Commission Board of Directors, I am pleased to present the Annual Report of the C. A. Pippy Park Commission for the fiscal year commencing April 1, 2011 and ending March 31, 2012. As Chairperson of the Board, my signature indicates the Board's accountability for the activities and results as reported throughout this document.

Let me begin by expressing my sincere thanks to our staff, our valued partners and the various volunteers who all contribute to the continued success of the Park. We value highly the continued assistance of the Provincial Government, in particular the Department of Environment and Conservation, for its financial and human resources support. Our valued partner, the City of St. John's, works cooperatively with Pippy Park by providing recreational activity programming and "in kind" contributions. Our dedicated board members provided thorough assessment and focused direction in all matters relating to policy formulation and Park management throughout the past fiscal year.

The C. A. Pippy Park Golf Course Limited is a subsidiary of the Commission. During this past year staff continued to make improvements to operational procedures and promotion of both the Admirals Green and Captains Hill Golf Courses. We continue to provide excellent banquet and lounge services at the Clubhouse.

During the operating season in 2011/12, various improvements were completed to enhance the public use areas of the Park. This included infrastructural activities such as the repair of park roadways, rehabilitation of selected campsites, and the installation of a new sewage disposal system at the Golf Course maintenance yard. The Commission also undertook natural heritage projects such as completing a heritage tree inventory and initiating phase one of an update of the biophysical resource inventory for the Park.

The winter of 2011//12 saw the continued popularity of the Cross-Country Ski Program in the Park, with fully groomed cross-country ski trails located within the Pippy Park Campground facility as skiers enjoyed the groomed trails, equipment rental and instructional program offered by the St. John's Recreation Department assisted by the volunteer efforts of the Nordic Ski Club and the Outfitters Inc.

We, as Board Members, look forward to continuing our efforts to implement improvements to ensure Pippy Park remains a valued recreation and conservation area for generations to come.



Bernie Halloran
Chairperson

GOVERNMENT ENTITY OVERVIEW

VISION

The C. A. Pippy Park Commission is committed to managing the over 1,375 hectare land mass that comprises Pippy Park. These lands represent many of the characteristic natural features of the Province in the form of barrens, forests, rivers and wildlife habitats. The Park is also the venue for a diversity of institutional and community service land uses ranging in size from the expansive campus of Memorial University of Newfoundland and Labrador to diminutive community gardens. Thousands of people work, recreate, volunteer and visit Pippy Park daily throughout the entire year and the Park has evolved as the most identifiable natural landscape feature of the St. John's capital region. It is the primary vision of the Commission to ensure that this identity is maintained and enhanced into the future through efficient operation of its various commercial facilities and stewardship of the natural features inherited from the foresight that established the Pippy Park over four decades ago.

MANDATE

Mandate of the Commission

The Mandate of the C. A. Pippy Park Commission is derived from a combination of the C. A. Pippy Park Commission Act, the associated Regulations and the Park Master Plan:

"To maintain and manage its parklands to showcase the Provincial seat of government, provide recreational opportunities and protect their inherent heritage values."

The interpretation of this mandate is further defined through the contents of the Commission's Master Plan, which is reviewed every five years, as dictated by Section 26.1(2) of the C.A. *Pippy Park Commission Act*. Through this document, the Commission has traditionally identified the provision of recreational opportunities and the preservation of cultural and natural heritage as part of its mandate.

The primary activities of the Commission include:

- Managing and regulating its parklands, which includes the use, development, conservation, maintenance and improvement of public land in the Park, pursuant with the regulations of the Act and policies contained in the Master Plan.
- Regulating consumptive activities, such as construction, hunting, and wood cutting, within the Park.
- Managing and administering operating and capital budgets which entails revenue generation from commercial operations, the ability to borrow funds, the sale and leasing of property, and fulfilling grounds keeping contracts with its institutional partners.

- Operating the largest full service campground in the Province.
- Operating nine and eighteen-hole golf courses and banquet facilities.
- Providing recreational opportunities for park users and services to tourists visiting the capital city urban region.
- Preserving the cultural and natural heritage resources within the Park boundaries.

As the urban area around the Park has expanded since its establishment in 1968, so have the challenges for the Commission to balance institutional development, while providing adequate space for outdoor pursuits and the protection of its natural and cultural features.

LINES OF BUSINESS

Our lines of business include the following:

1. Management and Regulation of Property Development

The Commission manages the development and usage of public land contained within its boundaries through the review and approval of project submissions for development on public lands and in some circumstances undertaking direct development of properties for activities defined within its mandate. In addition, as a legislative entity, the Commission is responsible for the review and approval of development applications on private land located within the Park boundaries.

The Commission occasionally sells land it owns which is located outside the Park boundaries if the intended use falls within the parameters set out in the Master Plan and the C.A. Pippy Park Commission Act. These parcels are usually small in size and located in the vicinity of residential developments. Revenue generated from land sales, typically, is used to help offset operating and capital expenditures. Very few of these parcels of land remain within the ownership of the Commission.

2. Grounds Maintenance

Commission employees perform landscape maintenance for various public buildings contained within the Park boundaries, including the Confederation Building, Arts & Culture Centre, College of the North Atlantic and the Marine Institute. These activities include the maintenance of lawns and walkways, tree and flower planting and litter collection. This work is performed on a fee-for-service basis by Commission employees.



3. Pippy Park Campground

The Commission operates a 215 site campground facility nestled in a mature forested area on the north side of Long Pond. The facility offers primarily fully services campsites and attracts near full occupancy during the summer months. Commercial activities at the Campground include site booking and sales, convenience store and Laundromat operation, and firewood sales. Park staff performs maintenance of the campsites and service buildings, as well as grounds keeping and security. The staff provides tourist information to the many out-of-Province campers who enjoy the facility. The campground operates seasonally from mid-May to the end of October.



4. Golf Courses

The Commission, through its wholly owned subsidiary, the Pippy Park Golf Course Ltd., is responsible for managing and operating the eighteen-hole Admiral's Green and nine-hole Captain's Hill public golf courses. Management and administration services for these courses are provided directly by the Commission, for which a management fee is charged to the subsidiary. Commercial operations consist of the sale of green fees and the rental of clubs, equipment and carts. Other sales are generated from canteen and snack cart operations, the pro-shop and lounge. Grounds keeping, fairway and greens maintenance, and servicing of equipment and facilities are performed by seasonal employees of the subsidiary.



5. Banquet and Meeting Facilities Rentals

Commercial banquet and meeting room facilities are operated on a fee-for-booking basis by the Golf Course subsidiary. The services offered include full service banquet and meeting space for corporate groups, weddings and social events at the Admiral's Green Clubhouse. The popular Clubhouse can serve up to 130 sit-down guests and usually receives bookings year round.

Separate from Golf Course operations, the Commission rents the Northbank Lodge and the Mt. Scio House Boardroom for smaller meetings and events.

6. Miniature Golf

An 18-hole miniature golf course, located near the Campground, is operated during the summer months and early autumn. Revenue is generated from admission fees and sale of refreshments. Commission staff maintains and services the facility.

7. Property and Building Leasing

The Commission generates revenue from the lease of residential and other properties within the Park. These leases include: three residential properties; a golf driving range; the Campground Laundromat; and several properties to community service organizations located in the Park. Activities associated with these leases include the collection of payments, snow removal, and general maintenance.

NUMBER OF EMPLOYEES

The Commission employs seven full-time employees for administration and Park maintenance. During peak operations, the Commission employs up to forty employees, both seasonal and student staff, for grounds maintenance and operation of the Pippy Park Campground.

The subsidiary, C. A. Pippy Park Golf Course Ltd., employs an additional twenty eight employees to operate the seasonal golf operations and the Clubhouse year-round.

COMMISSION ADMINISTRATION

The Commission is a Crown Corporation under the laws of the Province of Newfoundland and Labrador. The Commission currently reports to the House of Assembly through the Honourable Terry French, Minister of Environment and Conservation.

The members of the Commission Board are responsible for the administration of the business of the Commission. The Chairperson assumes responsibility as the official head of the Commission in accordance with Section 8 of the C. A. Pippy Park Commission Act

The Commission employs a small complement of administrative staff under the direction of an Executive Director. Commission staffs are appointed under Section 13 of the C. A. Pippy Park Commission Act.

In 2011 - 12, the Commission operated primarily from revenue generated from its own operations totaling \$918,746 and a Provincial Government grant of \$598,000

The financial year of the Commission is April 1 - March 31. The financial records of the Commission are maintained internally and are audited and reported on by the Provincial Auditor General.

C. A. Pippy Park Commission Act

The C. A. Pippy Park Commission Act defines the participating parties of the Commission as:

- The "government", meaning the Lieutenant-Governor in Council.
- The "city", meaning the City of St. John's, incorporated by the City of St. John's Act.
- The "university", meaning Memorial University of Newfoundland and Labrador constituted by the Memorial University Act.

BOARD of DIRECTORS

Members of the C. A. Pippy Park Commission Board are appointed in accordance with Section 4 of the *C. A. Pippy Park Commission Act*. During this reporting period, the following individuals served as members of the Commission:

Chairperson and Chief Executive Officer:

Mr. Bernie Halloran. Appointed by the Lieutenant-Governor in Council.

Vice-Chairperson:

Appointed by the Lieutenant-Governor in Council and remained vacant during the reporting period.

Government of Newfoundland and Labrador Representative:

Mr. Robert Constantine. Appointed by the Lieutenant-Governor in Council.

Memorial University Representative:

Mr. Keith Hiscock. Appointed by the Board of Regents of Memorial University of Newfoundland and Labrador.

City of St. John's Representative:

Ms. Shannie Duff, Deputy Mayor. Appointed by the City of St. John's.

Pippy Family Representative:

Ms. Sharon Pippy. Appointed by the Lieutenant-Governor in Council to represent the Pippy Family.

Pippy Park Landowners and Residents Association (PPLORA) Representative:

Mr. Grant Hiscock. Appointed by the Lieutenant-Governor in Council.

Member at Large

Mr. Greg Healy. Appointed by the Lieutenant-Governor in Council.

PHYSICAL LOCATION

Park Geographical Area

The area of the Park is approximately 1343 hectares (3400 acres). The Park is strategically located within the City of St. John's and is comprised of the lands between the east side of Thorburn Road and the west side of Portugal Cove Road, and between the north side of Elizabeth Avenue and the south side of Windsor Lake (Figure 1).

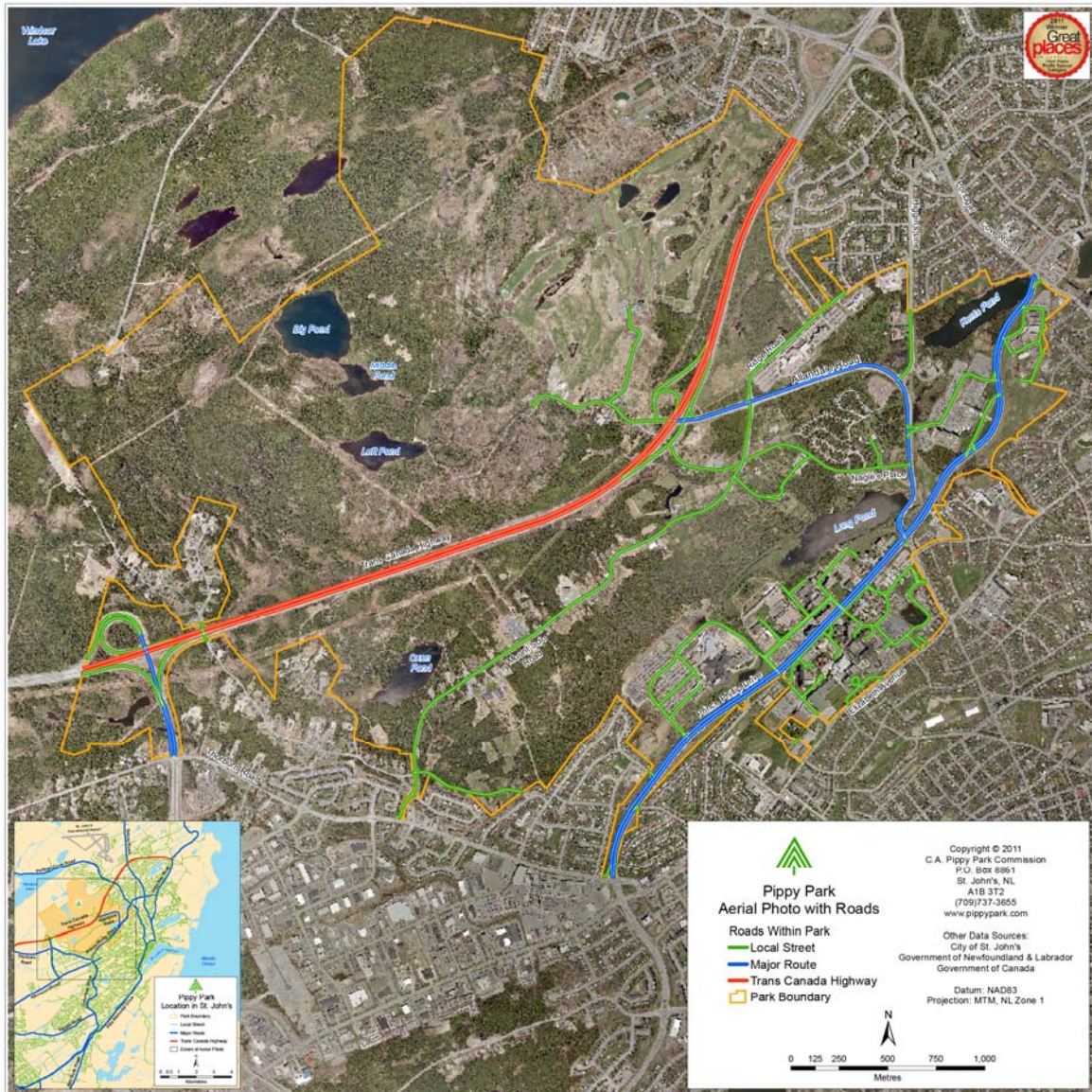


Figure 1: Boundary of Pippy Park

OTHER KEY STATISTICS

Permits

The Commission has a broad mandate of responsibilities and powers under its Act, including the power to issue permits regulating the development and improvement of both public and private property within the Park boundaries. Permits are issued in accordance with the C. A. Pippy Park Commission Act and in compliance with the Pippy Park Master Plan, Park by-laws and related policies. Examples include: improvements to

private property; building and expansion of public facilities; construction of major roads and power corridors; and general improvements to public land and other property.

Commercial Properties

As of March 31, 2012, the Commission managed several commercial properties, operated on land within the Park. These facilities include: Mt. Scio House, which contains the administrative offices of the Commission; the former Headquarters Building, which is currently used by various non-profit groups; and the North Bank Lodge, which is rented as a meeting and social activity centre.

Residential Properties

As of March 31, 2012, the Commission managed four residential properties, which were either vacant or rented to private individuals. In cases where the Commission purchases homes from private property owners, it assesses the value of these houses as potential rental units. Some of the residential units are suitable for short-term rental, thereby providing a source of revenue to support the operations of the Commission. Buildings purchased by the Commission which have no rental or heritage value, are demolished and the land is restored as close as possible to the original landscape.

Institutional and Community Service Facilities

The boundaries of Pippy Park contain a number of institutional, educational and community service facilities, most prominently the Confederation Building Complex, the combined campuses of Memorial University of Newfoundland and Labrador, the College of the North Atlantic, the Marine Institute, the Health Sciences Centre, and the St. John's Arts and Culture Centre.

Private Properties

As of March 31, 2012, 45 privately owned residences remain within the boundaries of Pippy Park. The Commission recognizes and encourages the right of the owners of these properties to enjoy the peace and contentment of living within the Park environment.

Scientific Research and Monitoring

The 3,400 acres of land comprising the Park continues to provide locations for scientific research and monitoring. During the past year scientists and researchers from Memorial University, the Canadian Wildlife Service, the Canadian Food Inspection Agency, the Memorial University Botanical Garden, the Nature Conservancy of Canada and others researched and monitored plant, avian and insect populations in the Park.



SHARED COMMITMENTS

The following community service organizations are located within Pippy Park:

Fluvarium

Owned and operated by the Quidi Vidi/Rennies River Development Foundation, the Fluvarium is a major attraction within Pippy Park and is one of the most popular tourist venues in the Province. Visitors can observe brown trout, Atlantic Salmon parr and other aquatic species through nine large underwater viewing windows into Nagle's Hill Brook as it flows by the building. The Fluvarium promotes education and environmental awareness for school groups, tourists and the general public.

St. John's Therapeutic Riding Association (Rainbow Riders)

This volunteer non-profit group operates a therapeutic horseback riding and animal care program for the benefit of physically and mentally challenged children. The facility is located on Mount Scio Road on property administered by the Commission. The Association participates in Provincial and National riding competitions.

Memorial University of Newfoundland and Labrador Botanical Garden

Memorial University operates the only botanical garden in the Province. The facility displays plants which are native to Newfoundland and Labrador and cultivated plants suitable to the local climate. The primary objective of the Garden is to stimulate public interest in the Province's natural history and to provide opportunities for education and

research. The Garden provides a unique blend of horticulture and garden design throughout its colorful walkways and planting displays.

Autism Society of Newfoundland and Labrador (ASNL)

The Autism Society of Newfoundland and Labrador operates the Elaine Dobbin Centre for Autism at the Shamrock Farm facility located off Clinch Crescent near the Health Sciences Complex. This modern facility offers programs and support for individuals and families affected by autism spectrum disorders.

Easter Seals of Newfoundland and Labrador

The Easter Seals organization is dedicated to providing support and services to children with disabilities. For many years Easter Seals operated an office in the former Pippy Park headquarters but it now operates from its newly constructed facility, the Husky Energy Easter Seals House, located on Mount Scio Road.

YM-YWCA

After several years of planning and then construction, the new YM-YWCA, named the Ches Penney Family Y, opened to the public in July, 2011. The new facility, located on former Pippy Park land on Ridge Road, is a thoroughly modern facility offering fitness and community service programs.

Sisters of Mercy Centre for Ecology and Justice

During the previous reporting period the Sisters of Mercy Congregation of St. John's has continued to offer programs and services for youth participants at its removed headquarters located on Mount Scio Road..

MacMorran Community Gardens

Located on Mt. Scio Road, The MacMorran Community Gardens offers vegetable growing plots to the public. The Garden is sponsored by the MacMorran Community Centre and its primary aim is to provide garden space for the production of local vegetables for the use of residents who patronize the Centre. During the reporting period, the community garden continued to operate during May to October.

Friends of Pippy Park

This volunteer group is made up of private citizens that support and use the Park. The focus of the group consists mainly of organizing environmental programs such as Children's Gardening and Park Clean-ups. Its representatives sponsor work and research projects; serve on Park advisory committees; and promote the Park generally through various public programs. The Friends also organize summer and winter festivals; public lectures; and distribute information pamphlets about the Park

Grand Concourse Authority (GCA) Trails

The Park contains a variety of hiking, walking, and cross country ski trails that connect areas of the Park with the City of St. John's and the surrounding area. The trails provide opportunities for wilderness hiking in the Three Pond Barrens or easy walking along the hardened trails at Kent's Pond, Long Pond and Rennie's River. There are also cross-country ski trails and a skiing program delivered by the City of St. John's Recreation Department. The many trails afford an opportunity to observe a variety of birds, animals and plants in their natural habitat. The majority of the trails in the Park were developed in partnership with the Grand Concourse Authority and the City of St. John's. These trails are maintained by the GCA.

All of the above listed organizations have contributed much to the community at large and, more specifically, to their individual clienteles over the years. Whether it is interpreting freshwater ecosystems or providing recreation for children with disabilities, these entities enjoy the natural and peaceful venues which the Pippy Park Commission is pleased to offer to each and every one of its community partners. While these organizations do not directly generate revenues for the Commission, they do contribute substantially to the mandate and goals for which Pippy Park was established. Some examples of their contributions include the following:

- Both the Fluvarium and the MUN Botanical Garden present for the public the striking variety and beauty of the natural environment that is characteristic of Pippy Park. The freshwater resources, vegetation, and wildlife features of the Park are promoted and interpreted for both residents and tourists who visit the Park.
- Tourist attractions, such as the Fluvarium and the Botanical Garden, act as an incentive for increasing Pippy Park Campground use by both resident and out of Province visitors. Visitors to the campground expend hundreds of thousands of dollars annually on services and facilities while in the St. John's area.
- The Rainbow Riders, the Autism Society and the Easter Seals organization all illustrate that Pippy Park is a place where caring for and serving those with disabilities can occur in a safe and stimulating outdoor environment. The physical activities that are so important to the overall programs offered by these organizations can be planned and operated all within the managed lands of the Park.
- The numerous trails maintained by the Grand Concourse Authority and the new YM-YWCA facility both contribute significantly to the recreational and physical activity needs of the citizens of the northeast Avalon region - many of whom work in and visit Pippy Park daily.

- The Friends of Pippy Park, through their advocacy work, ensure that the public is kept aware of the values of the Park both as a place for recreation and ecosystem sustainability.

The Pippy Park Commission anticipates a continued positive relationship with these organizations over the course of the next year as well as many more years to come.



HIGHLIGHTS & ACCOMPLISHMENTS

Campground Improvements

As part of the continuing effort by the Commission to enhance its very popular campground, various routine maintenance and improvements efforts were completed during the 2011/2012 fiscal year. These included installing additional security lights, additional road signs, roadway asphalt repairs and vegetation pruning.

Golf and Clubhouse Catering

Both the Captains Hill and Admirals Green Golf courses remained popular with the golfing public during the past year. The courses hosted various tournaments and corporate golfing events as well as accommodating league play.

Bookings for events and catering at the Admirals Green Clubhouse increased during the 2011/2012 reporting period. Total number of events increased from 124 the previous year to 136 during 2011/2012. The total number of participants for 2011/2012 also increased from 9,580 in 2010/2011 to 11,189 last year.

North Bank Lodge Operations

The popular North Bank Lodge continued to offer bookings for meetings and social events during 2011/12. A total of 150 bookings were recorded earning total revenues of \$30,767.

Pippy Park Special Events and Promotions

The Pippy Park Promotions Committee and the Friends of Pippy Park, assisted by the Commission, continued to host the annual Pippy Park Summerfest and Winterfest events. These popular events helped to promote the various attractions and opportunities in Pippy Park. Unfortunately, the Summerfest activities were partially cancelled due to severe inclement weather. Winterfest, included activities such as sliding, skiing and snowshoeing, proceeded as scheduled with several hundred people attending.

Walking Trails and Cross Country Skiing Programs

The network of walking trails throughout the Park continued to be enjoyed by thousands of visitors during the past year. Excellent maintenance on all routes was performed by the Grand Concourse Authority. The Cross Country Ski and Rental Program continued operations during the winter months of 2012 in partnership with the City of St. John's Recreation Department. Trails were groomed along the campground roads through the efforts of staff from the Grand Concourse Authority and volunteers from the Nordic Ski Club and a local sporting goods supply company, Outfitters Ltd. During the January to March, 2012 winter operating season, a total of 2,917 participants were recorded. This is less than the previous year and the reduction is primarily attributable to the lack of consistent snow during the winter operating months.

PROGRESS OF MISSION

This annual report summarizes the work of the C.A. Pippy Park Commission during fiscal period 2011-2012 toward the achievement of its overall mission as outlined in its 2011-2014 Business Plan. The overall mission of its 3 Year Business Plan is summarized in the following section of this document.

MISSION STATEMENT

This mission statement identifies the key management priorities of the Commission over the current planning cycle terminating in 2014. This statement also includes the measures and specific indicators that will be employed to monitor and evaluate its progress in achieving this mission.

During the this planning cycle, the Commission will undertake a prioritized series of initiatives that are designed to improve Park user satisfaction through facility and operational improvements while protecting and interpreting the heritage features of the lands within its administration. These initiatives are derived from a thorough assessment of the current facilities and equipment administered by the Commission. In addition, over the past two years, the Commission has completed assessments of its key facilities which indicate the need for recapitalization of its assets as a means to enhance user satisfaction and sustain revenues generated by commercial operations. Improved user satisfaction can best be achieved by providing modern and attractive facilities combined with visitor services and interpretation opportunities. These factors help strengthen the public awareness of and appreciation for the Park as a valuable location for urban lifestyle pursuits and environmental protection.

Mission: By March 31, 2014, the C. A. Pippy Park Commission will have improved visitor services toward enhancing Park user satisfaction with improvements to its key facilities, the provision of heritage interpretation programs, and the inventorying of the heritage features of the lands it administers.

Measure: Improved Park user satisfaction

Indicators:

- Key facilities are improved and aging equipment replaced.
- Grounds maintenance operational efficiencies are improved.
- Visitor services are improved through interpretation programs and mixed media methods.
- Detailed inventories of natural and cultural features are completed.

PROGRESS ON GOALS:

In consideration of the Park's mission and mandate and the financial resources available to achieve this mission, the following specific goals were identified as key priorities. These goals reflect the long term vision and mission of the Commission and specifically define the measures and indicators pertaining to the 2011-12 reporting period.

ISSUE 1: Capital Investment in Park Facilities and Equipment

The primary infrastructures of Pippy Park include buildings, roadways, water, sewer and electrical lines, signage, trails, and equipment. Over the past several years the Commission has recognized the need for upgrading the existing physical infrastructures of the Park - most of which are nearly 40 years old and past their planned obsolescence. In addition to infrastructure improvements, there is a definite need to better promote the Park and the valuable role it plays in outdoor recreation and heritage conservation.

Comprising 3400 acres, Pippy Park is one of the largest urban parks in the nation. Familiar Canadian parks such as Mont Royal (Montreal), Stanley Park (Vancouver), and Wascana Park (Regina) can all fit within its boundaries. For the past forty years the vision of former Premier Joseph Smallwood and businessman Chesley Pippy has resulted in a remarkable array of government buildings, open space and natural areas all within the environs of an expanding capital. Since its establishment in 1968, Pippy Park still provides a marvelous setting for the provincial seat of government as well as space for recreation and the appreciation of our heritage.

Over the past decade, usage of the Park has escalated in lockstep with the expansion of the St. John's urban area. New residential developments around the periphery of the Park have meant more visitors and the consequential deterioration of infrastructure. Annual increases in the demand for camp sites have brought greater numbers of tourists to the campground with high expectations for quality service and amenities. The renewed interest in natural and cultural heritage throughout the Province has kindled demand for programs within Pippy Park to interpret and promote these resources. These primary determining factors highlight the need for reinvestment in the Park so that it may continue to fulfill its mandate as described over forty years ago.

Goal:

By March 31, 2014, the C. A. Pippy Park Commission will have implemented a series of prioritized capital infrastructure and equipment improvement projects.

Measure: Improvements made to selected Park facilities and new equipment purchased.

Indicators:

- Construction feasibility and cost estimations compiled for selected facility improvement projects.
- Construction design plans and specifications compiled.
- Project implementation schedules compiled.
- Priority list of equipment purchases and cost estimations compiled.
- Project and equipment funding sources identified and accessed.

Objectives:

- 1.1 By March 31, 2012, the C.A. Pippy Park Commission will have completed renovations or reconstruction of one or more of its Campground Washroom facilities and acquired new grounds keeping equipment.

Measure: Washroom facilities renovated and grounds keeping equipment acquired.

Indicators:

- Facility design and construction specifications compiled for washroom structure upgrade.
- Tendering process completed and contract(s) awarded.
- Washroom facility upgraded and re-opened for public use.
- New grounds keeping mowers and trucks purchased and/or leased.

PROGRESS ON OBJECTIVE

Washroom Facility Design

- ✓ The Commission contracted consultant architectural and engineering services to assess the viability of its existing washroom buildings. The consultants concluded that it would be more cost effective to construct new washroom buildings in comparison to renovating the existing structures. The Commission agreed and instructed staff to seek the necessary funds for the new buildings. It was anticipated that the sale of two Commissions owned building lots located on Gillies Road would have been completed to allow for these funds to be assigned to the washroom construction. Due to legal complications, the sale of these lots did not occur during the reporting period. Therefore, since funds were not available within the existing resources of the organization, the tendering and subsequent construction of a new washroom facility within the reporting period did not occur.

Mowers and Trucks

- ✓ The Commission purchased new mowers for grounds keeping operations at the golf courses and made repairs to some existing equipment as a means to ensure operational efficiency. In addition, the Commission leased and purchased new pick up trucks for general park operations and acquired two used vehicles from the government fleet management pool.

- 1.2 By March 31, 2013, the C.A. Pippy Park Commission will have completed an

additional washroom facility upgrade, a re-design for its Miniature Golf Course facility and the acquisition of additional grounds keeping equipment.

Measure: Washroom Facilities Renovated

Indicators:

- Tendering process completed and contract(s) awarded.
 - Washroom facilities upgraded and re-opened for public use.
 - If adequate funds are not available for washroom facility upgrades, remedial repairs will be undertaken to ensure serviceability.
- 1.3 By March 31, 2014, the C.A. Pippy Park Commission will have completed upgrades to its Washroom facilities, implemented the construction of a redesigned Miniature Golf Course, and initiated the first phase of a Campground expansion project. In addition, the Commission would have completed its acquisition of new grounds keeping equipment.

ISSUE 2: Improved Visitor Services

The need for improved visitor services and promotional activities is an on-going enterprise of the Commission that has been identified as an operational priority in its previous business plan and revised Master Plan. During the course of this business cycle the Commission will make efforts to achieve the complementary goals of: 1) to identify and establish improved visitor services throughout Pippy Park; and, 2) increase public awareness of the values and benefits of the Park to the public in general. Over the past business cycle, the Commission improved public awareness of Pippy Park through the establishment of a new web site, celebrating the 40th anniversary of the Park, and initiating a computerized mapping program. Over the 2011-2014 business cycle, the Commission intends to complement its previous initiatives by concentrating more on specific visitor services and heritage interpretation projects which will increase public appreciation and knowledge about Pippy Park and the role the Commission plays in operating one of the largest urban parks in Canada.

Goal: By March 31, 2014, the C.A. Pippy Park Commission will have improved visitor services.

Measure: Improved visitor services and Park awareness.

Indicators:

- Projects are completed that provide interpretative information about the natural and cultural heritage of Pippy Park.
- The Park website is revised to include more interactive capabilities.

- An expanded Park Visitor Guide is compiled and distributed.
- Directional, promotional and boundary signage is improved to assist the public while in Pippy Park.
- Additional computer mapping, with internet applications, for hikers and nature enthusiasts is compiled and distributed.

Objectives:

- 2.1 By March 31, 2012, the C.A. Pippy Park Commission will have initiated actions to increase visitor service capabilities and awareness of Pippy Park.

Measure: Visitor services and Park awareness increased

Indicators:

- Designed and installed interpretation panels at selected locations.
- Printed and distributed a new Park Visitor Guide.
- Designed and constructed a performance stage for outdoor events.
- Park boundary signs will be fabricated and installed.

PROGRESS ON OBJECTIVE

Interpretation Panels

- ✓ The Commission intended to contract the design and installation of a series of interpretation panels (storyboards) at selected locations in the Park. During the reporting period it referred the project to its Heritage Committee for input. By the time this input was received and storyboard content prioritized there was not enough time remaining in the reporting period to contract the work. The project was deferred until the 2012-13 fiscal period

- ✓ *Visitor Guide*

In cooperation with the Friends of Pippy Park (FoPP), the Commission had completed a draft of a multi page visitor guide for public use. Estimates for printing and distribution were obtained and the costs involved were considered beyond the current budget allocation for promotion purposes. In addition, the advent of new digital social media and internet applications convinced the Commission to reconsider the costs associated with the original visitor guide format. During FY 2012-13, the Commission will endeavour to produce a new format guide that is far less costly to print and will also consider methods to integrate this guide with its current web site and utilizing social media to promote Pippy Park.

- ✓ *Performance Stage*

The Commission realized that attempting to design and construct its planned performance stage was not feasible within the time frame of a fiscal year. In addition to completing design drawings, the project required approval from the City of St. John's, the Provincial Government Services Centre (for accessibility permits), and compilation of construction material lists. Much of this preparatory work was completed during the reporting period. Since this project was a collaborative effort with the Friends of Pippy Park, this group is soliciting private contributions to offset the construction costs. It is anticipated that construction of the stage will be delayed until 2013.

✓ *Boundary Signs*

The placement of signs indicating the boundary of Pippy Park was not undertaken during the reporting period for these reasons. The Commission decided to seek legal advice regarding the proper wording for these signs because there is no physical cut boundary line around the periphery of the Park. In addition, the Commission did not have sufficient resources of staff to erect any signs and it may be necessary to contract out this task. The project was deferred for future consideration during FY 2012-13.

- 2.2 By March 31, 2013, the C.A. Pippy Park Commission will have initiated additional actions to improve visitor services and overall public awareness of Pippy Park.

Measure: Visitor Services will be further increased

Indicators:

- Interpretation panels are designed and installed.
- New format visitor guide compiled and incorporated into Park web site.
- Funding efforts continue for construction of performance stage.

- 2.3 By March 31, 2014, the C.A. Pippy Park Commission will have completed all planned visitor services and public awareness activities and projects towards a greater appreciation of the value of Pippy Park.

ISSUE 3: HERITAGE FEATURES INVENTORIES AND MANAGEMENT

The natural and cultural features of Pippy Park are its enduring legacy. Few urban areas in Canada can claim to possess as large an area of relatively undisturbed landscape and historical significance as Pippy Park. Tracts of mature boreal forest, sub arctic barren lands, waterways and wildlife are the primary components of the lands within the Park. Cultural features include historic buildings, monuments, sculpture, former crop and

pasture lands, and old travel ways. The continued stewardship of this legacy remains one of the primary objectives of the Commission which is supported by the legislation and policies that govern the Park. Since the establishment of Pippy Park as a capital city commission there have not been many efforts to inventory, document and catalogue the multifaceted natural and cultural features. Such inventories, which will include computerized mapping, are an important tool to assist the land management efforts of the Commission. These data bases will also assist conservation and interpretation projects undertaken to make the public more appreciative of the natural and cultural values of the Park.

Goal: By March 31, 2014, the Commission will have compiled inventories of its natural and cultural features and initiated management policies to protect and catalogue these valuable assets.

Measure: The inventory and cataloguing of heritage features initiated and on-going.

Indicators:

- Completed forest classification for the lands in Pippy Park.
- Completed assessment and management of forest hazard index for forest lands in Pippy Park.
- An Improved definition of the value of the conservation role of the Park is more clearly communicated.
- Completion of on-going computer mapping, using GIS technology.
- Completion of on-going cultural heritage asset inventories and cataloguing.

Objectives:

3.1 By March 31, 2012, the C.A. Pippy Park Commission will have initiated actions to inventory, catalogue and preserve the heritage features of Pippy Park.

Measure: Heritage features inventoried and preserved

Indicators:

- Completed forest type and distribution inventory.
- Completed GIS mapping base established for forest and vegetation types.
- Completed preliminary Natural Heritage Inventory.
- Participation by the Commission in establishment of O'Brien Farm Heritage Foundation.

PROGRESS ON OBJECTIVE

Forest Inventory

✓ Working in collaboration with The Nature Conservancy of Canada, and

with financial assistance from the Friends of Pippy Park, the Commission contracted a biologist who completed a forest type, species and distribution inventory of the forested lands within Pippy Park. This data, in both digital and printed form, will add to the overall heritage resource inventory of the Park and greatly assist in land management decisions.

GIS Mapping for Forests and Vegetation

- ✓ Through additional collaboration with the local Nature Conservancy of Canada office, the Commission completed the digital mapping, using the ArcView GIS platform, to map the distribution of the dominant forest and vegetation species in the semi-rural and barrenlands land use zones of the Park. This digital data will reinforce the overall biophysical baseline data of the Park.

Natural Heritage Inventory

- ✓ In the fall of 2011, the Commission contracted a biologist to commence an update of the existing biophysical inventory data of the Park. A Phase One report was submitted near the end of 2011 that listed all the known biotic and abiotic features of the Park. The final phase of this project, field proofing and final report compilation, will be completed by the end of the summer in 2012.

O'Brien Farm Heritage Foundation

- ✓ The Commission continued to support the O'Brien Farm Heritage Foundation throughout the reporting period through the provision of office space.

3.2 By March 31, 2013, the C.A. Pippy Park Commission will have initiated additional heritage feature inventories and preservation management activities.

Measure: Continued heritage feature inventories

Indicators:

- Completed final natural features inventory and mapping distribution.
- Completed preliminary cultural heritage inventory of buildings, farmlands, stone walls, monuments and other built features from the past.

3.3 By March 31, 2014, the C.A. Pippy Park Commission will have initiated its current heritage feature inventories.

OPPORTUNITIES & CHALLENGES

The C.A. Pippy Park Commission continues to embrace opportunities and manage challenges. The following is a summary of the most salient:

Opportunities

- The demand for campground bookings continues to increase thus providing opportunity for continued revenue generation directly for the Commission and tourism spin off benefits for the St. John's Urban Region.
- The continued popularity of the Admiral's Green and North Bank Lodge conference and catering facilities ensures annual increases in revenues.
- North Bank Lodge continued to be a popular rental venue by the general public. A total of 150 bookings were sold for the reporting period which represents total revenue of approximately \$31,000.
- Relationships with our institutional and community services partners remain stable and cooperative. New partnerships continue to be forged with groups such as the Mercy Centre for Ecology and Justice and the O'Brien Farm Foundation.
- Public use of the lands and facilities of Pippy Park continues to increase as urbanization concentrates on the northeast Avalon Peninsula. Our recreation and conservation objectives serve the public well.
- The diverse ecosystems and historical resources within the Park increase its potential for natural and cultural heritage appreciation and interpretation. In the autumn of 2011 the heritage preservation mandate of the Commission was greatly enhanced by the completion of a Forest Type Inventory and the initiation of an update of the Biophysical Resource Inventory.
- The unspoiled wilderness lands located in its northern extremity provide exciting opportunities for future backcountry and passive tourism use of the Park.

Challenges

- Increases in the number of golf facilities during the past decade means that Pippy Park courses must remain competitive and cost efficient.
- For a period of years the Commission was able to supplement its revenue base through the sale of lands held by the Commission which were outside the boundaries of the Park. Most of these excess properties have now been completely sold, and this revenue source will

soon be depleted. The sale of Commission property for the construction of the new YM-YWCA represents one of the last opportunities to generate revenue from land sales.

- A key challenge in realizing financial self sufficiency is the realization that our prime business is operating a public park. Many of the regulatory and grounds-keeping activities undertaken, to achieve this mandate, simply do not generate significant income to meet all expenditure demands thus a sustainable government grant is required.
- The human resources and primary management focus for the Park continues to concentrate more on commercial activities rather than public recreation and conservation. The original intent of Pippy Park was to integrate institutional land development with public use. Finding this balance between parkland and the demands of urbanization will continue to be an ongoing challenge for the Park and the Commission.

FINANCIAL STATEMENTS

The Consolidated Financial Statements details the results of the Government of Newfoundland and Labrador Auditors Report for the period ending March 31, 2011 as compiled by the Auditors General's office. This report is not yet available from the Auditor General's office but will be appended when released.

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