



# C.A. Pippy Park Commission

## 2015-16 ANNUAL REPORT

**Submitted to:**

Honourable Perry Trimper, Minister  
Department of Environment and Climate Change  
Government of Newfoundland & Labrador

**Submitted by:**

C.A. Pippy Park Commission  
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# CHAIRPERSON'S MESSAGE

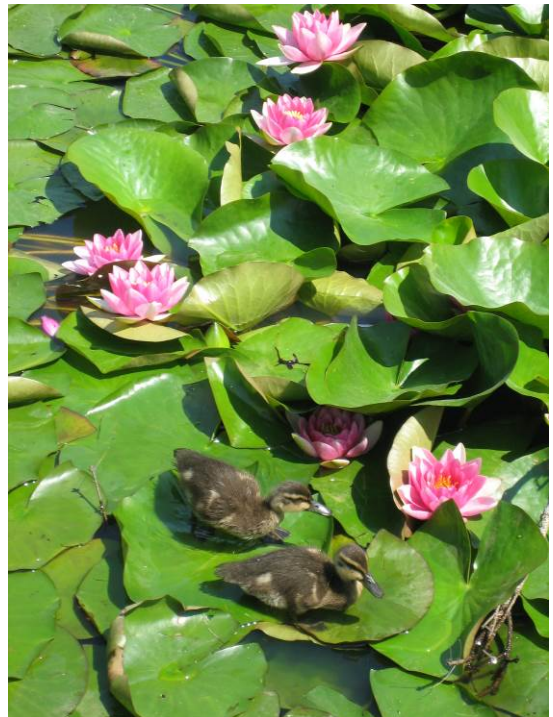
On behalf of the C.A. Pippy Park Commission Board of Directors, I am pleased to present the Annual Report of the C.A. Pippy Park Commission for the fiscal year commencing April 1, 2015 and ending March 31, 2016 in accordance with the *Transparency and Accountability Act*. This report outlines the achievements and outcomes of Commission's efforts in relation to the goals established in its 2014-17 strategic plan. As Chairperson of the Board, my signature indicates the Board's accountability for the activities and results as reported throughout this document.

I would like to take this opportunity to offer on behalf of the Commission Board of Directors our sincere thanks to our staff, partners, volunteers, and Park users. The enjoyed success and continued well being of Pippy Park hinges on their efforts and passion. We would also like to thank the Provincial Government for its financial and human resource support.

We, as Board Members, are pleased with the efforts made to Pippy Park in 2015-16 and will continue working to ensure Pippy Park remains valued as a space to play, learn, and relax, and for its contribution to conserving wilderness in the Province.

The Park again welcomed thousands of visitors in 2015-16 to enjoy the outdoors through golf, camping, hiking, running, snow shoeing, cross-country skiing, biking, family gardening, sliding, and general play. The Commission was pleased to be able to complete improvements to the Park, such as renovations to Headquarters, North Bank Lodge road repairs, and new entrance and boundary signage to the Three Pond Barrens area.

As we move into the final year of this reporting cycle, the Commission will conclude work on important infrastructure improvements and enhanced visitor services, and looks forward to furthering its partnerships within the community.



Handwritten signature of Bernie Halloran.

BERNIE HALLORAN  
CHAIRMAN FOR THE C.A. PIPPY PARK COMMISSION



# GOVERNMENT ENTITY OVERVIEW

## Vision

The C.A. Pippy Park Commission is committed to managing the 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 wetlands. 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 community gardens.

Thousands of people work, learn, volunteer, relax, and play in Pippy Park daily 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 commercial facilities and stewardship of the natural features inherited from the foresight that established the Park over four decades ago.

## Mandate

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 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, driving range and banquet facilities;
- Providing recreational opportunities for park users and services to tourists visiting St. John's; and
- 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.

## Physical Location

The area of Pippy Park is approximately 3,400 acres, 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. 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).

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.

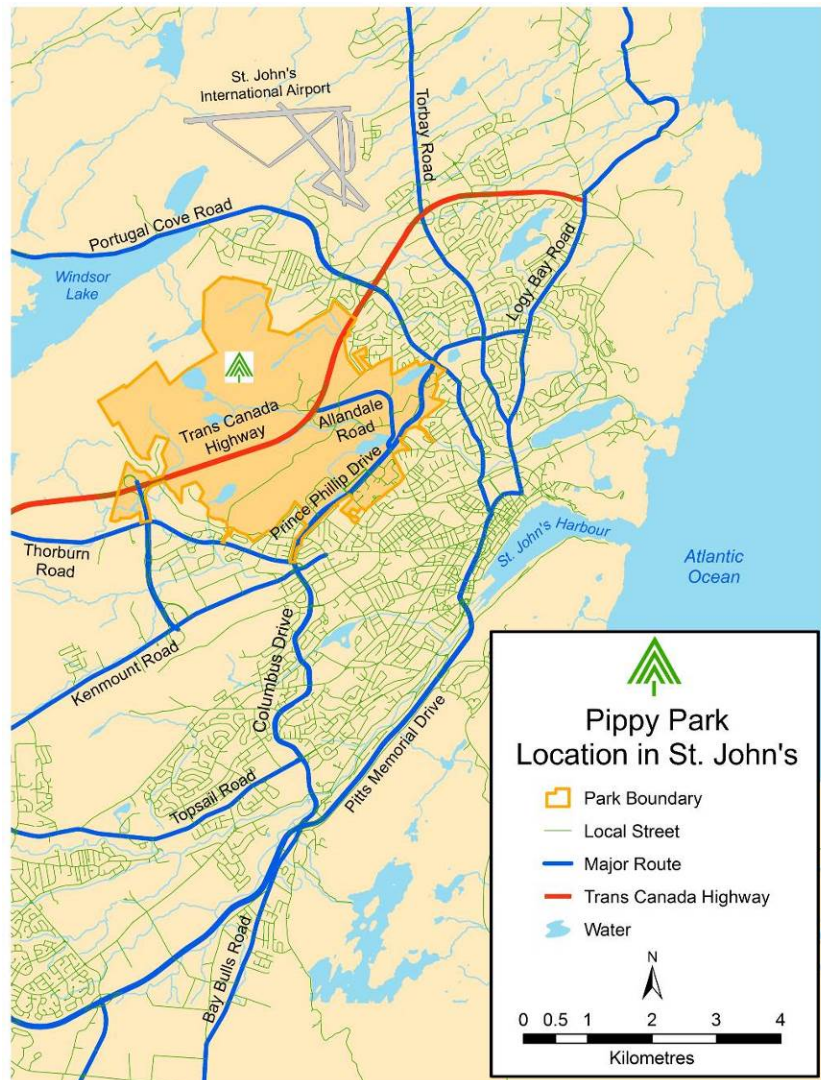


Figure 1: Boundary of Pippy Park.



## Key Statistics

### Administration and Employment

The Commission employs seven full-time employees, three of which are male and four of which are female, for administration and maintenance. During peak operations, the Commission employs up to 45 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 up to an additional 30 employees to operate the golf operations and the Admirals Green Clubhouse. Two of these employees, one of which is male and the other of which is female, are employed full-time. The remaining employees are employed seasonally.

### Permits

The Commission has a broad mandate of responsibilities and powers under the *C.A. Pippy Park Commission Act*, including the power to regulate the development and improvement of both public and private property within the Park's boundaries. Approvals are issued in accordance with the *Act* and in compliance with the Master Plan, by-laws, and related policies.

### 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, and the Marine Institute, the Health Sciences Centre, and the St. John's Arts and Culture Centre.

### Commercial Properties

The Commission manages several commercial properties, including Mount Scio House, which contains the administrative offices of the Commission and a boardroom which is rented as meeting space, and North Bank Lodge, which is rented as a meeting and social activity centre.

### Private & Residential Properties

As of March 31, 2016, 41 privately owned residences were within the Park. The Commission recognizes and encourages the right of the owners of these properties to enjoy the peace and contentment of living in the Park. The Commission manages two residential properties, both of which are occupied by tenants. When the Commission purchased homes from private property owners, it assessed the value of these houses as potential rental units and a source of revenue to support the operations of the Commission. Buildings purchased by the Commission which have no rental or heritage value were demolished and the land restored to the original landscape if possible.

### Scientific Research and Monitoring

The Park continues to provide locations for scientific research and monitoring and continues to seek partnerships to study the natural and cultural history of the Park.

## Description of Revenues and Expenditures

The Commission is a Crown Corporation under the laws of the Province of Newfoundland and Labrador. Currently it reports to the House of Assembly through the Honorable Perry Trimper, Minister of Environment and Climate Change. The members of the Commission Board are responsible for the administration of the business of the Commission (Appendix A). The Chairperson assumes responsibility as the official head of the Commission in accordance with Section 8 of the *C.A. Pippy Park Commission Act*.

During the fiscal year 2015-16, the Commission operated primarily from revenue generated from its own operations totaling \$2,100,946 and a Provincial Government grant of \$606,600 (Appendix B). The Commission's expenses during the same time period were \$2,602,715.

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 Office of the Auditor General of Newfoundland and Labrador. Please refer to Appendix B for the audited financial statements.

## LINES OF BUSINESS

Our lines of business include:

### 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 annually from mid-May to the end of October. The facility offers primarily fully serviced campsites and attracts near full occupancy during the summer months.

Commercial activities at the campground include site booking, 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 provide tourist information to the campers who enjoy the facility. Visitors to the campground expend hundreds of thousands of dollars annually on services and facilities while in the St. John's area.



#### 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, the rental of clubs, equipment, and carts, and the driving range. 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 receives bookings year round.

Separate from Golf Course operations, the Commission rents the North Bank Lodge and the Mount Scio House Boardroom for smaller meetings and events.



#### 6. Property and Building Leasing

The Commission generates revenue from the lease and rental of residential and other properties within the Park. These leases include: two residential properties, several properties to community service organizations located in the Park, several properties to the telecommunication industry, and the rental of space as an outdoor concert venue. Activities associated with these leases include the collection of payments, snow removal, and general maintenance.

## Mission

This annual report summarizes the work of the C.A. Pippy Park Commission during fiscal period 2015-16 toward the achievement of its overall mission as outlined in its 2014-17 Business Plan.

### Mission Statement

This mission statement identifies the key management priorities of the Commission for this planning cycle terminating in 2017. This statement also includes the measures and specific indicators that will be employed to monitor and evaluate its progress in achieving this mission.



During 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 two primary sources, the Pippy Park Master Plan and a thorough facilities and equipment assessment. The Commission has completed assessments of its key facilities and it indicates 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, 2017, the C. A. Pippy Park Commission will have improved Park user satisfaction through improvements to its key facilities, and the provision of improved visitor services through the interpretation and inventorying of the heritage features of the lands it administers.

**Measure:** Improved Park user satisfaction

#### Indicators:

- Key facilities (e.g. washroom buildings) are renovated and modernized
- Public awareness and appreciation of Pippy Park is increased through improved visitor services
- Detailed inventories of natural and cultural features are completed
- Revised land management and operation policies as described in the Commission's pending Master Plan are implemented

# SHARED COMMITMENTS

The Park is home to the operations of many government, institutional, and community partners.

Government and institutional partners operate and occupy land within Pippy Park, including Memorial University of Newfoundland, the College of the North Atlantic, the Marine Institute, the Provincial Government, the Arts and Culture Centre, and Eastern Health. These partnerships are part of the regularly daily business of the Commission. For example, the Commission completes ground

maintenance and landscaping on most institutional properties and the Commission is responsible for approving land use changes, such as building extensions and new parking lots.

The Commission works together with community partners that reside within the Park to achieve common and individual organization goals, showcasing how programs offered by a diversity of organizations can operate within the managed lands of an urban park. The following community service organizations are located within the Park and in some situations lease property from the Commission and/or participate on committees, such as the Pippy Park Heritage Committee:

- Fluvarium
- Sisters of Mercy Centre for Ecology and Justice
- St. John's Therapeutic Riding Association (Rainbow Riders)
- Memorial University of Newfoundland and Labrador Botanical Garden
- Autism Society of Newfoundland and Labrador (ASNL)
- Easter Seals of Newfoundland and Labrador
- YMCA of Northeast Avalon
- MacMorran Community Gardens
- Friends of Pippy Park
- Grand Concourse Authority
- Ronald MacDonald House

These organizations have contributed much to the community, Pippy Park, and their clients. Whether it is interpreting freshwater ecosystems or providing recreation for children with disabilities, these entities enjoy the natural and peaceful venues of the Park. 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. In addition, the



provision of in-kind services, such as meeting space, training programs, equipment, grooming trails, and advertising each other's events, benefits both the Park and these community partners.

Pippy Park also has active partnerships with the City of St. John's, the Friends of Pippy Park (FoPP), and the O'Brien Farm Foundation. The City of St. John's and the Park annually operate a winter recreation program in the Park. The Commission works regularly with FoPP to provide labour and administrative support to their events and programs and meeting and office space, while FoPP continues to promote the Park, develop programs to enrich the experiences for visitors to the Park, and sponsor projects to further the objectives of the Commission. The Commission continues to work with the O'Brien Farm Foundation by active participation on the foundation board and the provision of office space.

Elaboration on the value of these partnerships in the 2015-16 reporting period is provided through this annual report, especially in the sections *Highlights and Accomplishments* and *Report on Performance*.

# HIGHLIGHTS & ACCOMPLISHMENTS

## **Campground Improvements**

In the 2015 camping season, the Pippy Park campground booked 15,582 camping nights, the highest occupancy rate in three years. As part of the continuing effort by the Commission to enhance its popular campground, routine maintenance and improvements efforts were completed during the 2015-16 fiscal year. These included water, sewer, and electrical utility repairs, painting, tree and vegetation pruning and planting, and removal of fallen trees.

## **Golf and Clubhouse Catering**

Both the Captains Hill and Admirals Green Golf courses remained popular with the golfing public in 2015-16. Both courses hosted various tournaments and corporate golfing events as well as accommodating league play. Bookings for events and catering at the Admirals Green Clubhouse remained steady during the 2015-16, with 109 separate events held in 2015-16 compared to 95 events the previous year. A total of 9,059 guests attended these events.

## **North Bank Lodge Operations**

The popular North Bank Lodge continued to offer bookings for meetings and social events during 2015-16. A total of 147 separate events were booked at the Lodge from April to December 2015. From January to March 2016 the facility was used by the City of St. John's to host the Cross Country Ski and Snowshoe Rental Program for the winter. The rental of the facility was similar to previous years (134 events in 2013, 166 events in 2014).

## **Pippy Park Special Events and Promotions**

The Commission, the City of St. John's, and the Province supported Mighty Q Concerts as they held the inaugural Confederation Hill Music Festival in July 2015 on Confederation Hill.

## **Walking Trails**

The network of walking trails throughout the Park was enjoyed by thousands of visitors during 2015-16. Excellent maintenance on main routes was performed by the Grand Concourse Authority from March to December 2015.

## **Cross Country Skiing and Snowshoe Rental Program**

The Cross Country Skiing and Snowshoe Rental Program operated from January to April 2016 in partnership with the City of St. John's. Pippy Park provides the North Bank Lodge and lighted campground roads to the City of St. John's, who run the program. The program is supported by volunteers from the Avalon Nordic Ski Club, and a local sporting goods company, Outfitters Ltd. A total of 2,312 people rented equipment and 1,330 people participated in group programs. Rental numbers were lower than previous years due to the lack of snow in 2016 (facility was open only four weeks). Use of the Park for winter recreation is difficult to measure as visitors with their own equipment have access for no charge. In addition, trails were groomed in Three Pond Barrens by volunteers from the Avalon Nordic Ski Club.



# REPORT ON PERFORMANCE

In consideration of the Park's mission, and the financial resources available to achieve it, 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 2015-16 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. 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 clear need to promote the Park and the valuable role it plays in outdoor recreation and heritage conservation.

Usage of the Park has increased in tandem 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. Continued interest in the natural and cultural heritage of the Province keeps demand for programs within Pippy Park to interpret and promote these resources high. 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, 2017, the C.A. Pippy Park Commission will have implemented a number of prioritized capital infrastructure improvement projects.

**Objective:** By March 31, 2016, the C.A. Pippy Park Commission will have completed an additional washroom building upgrade and improvements in one or more additional infrastructure project.

**Measure:** Will have completed renovations or reconstruction of one of its existing campground washroom buildings and made improvements in two to three additional infrastructure projects.

Indicators	Actual Performance for 2015-16	
<p><b>Renovation of washroom facilities within the Pippy Park Headquarters completed</b></p>	<p>In September 2015 the Commission invited tender bids from established contracting companies to complete renovations on the four washroom buildings located within the Pippy Park Headquarters on Mount Scio Road.</p> <p>The scope of work was to replace toilets, vanities, countertops, mirrors, faucets, flooring, and sinks and repair and paint the walls, doors, ceilings, and baseboards. The project was awarded to the lowest bidder in October 2015.</p> <p>The project was completed on budget and as scheduled in 2015.</p>	
<p><b>The integrity of the courtyard stone wall assessed</b></p>	<p>Surrounding the Pippy Park Headquarters Courtyard is a stonewall. This wall is original to the house, which was built in the 1960's. All three stonewall sides of the Courtyard are in need of repair, as well as the stone balcony.</p> <p>In October 2015, two licensed stone masons separately assessed the wall. While stones are falling out in a multitude of places, currently the internal structure of the wall remains intact and the balcony structurally sound. Water is entering the wall from the capstones where the connecting mortar has turned to sand and washed away. Further damage to the wall can be prevented by repairing the capstones.</p> <p>Repairs to the faces of the stone walls need to be completed in sections over multiple years to maintain the structure of the wall.</p>	

## Discussion of Results

The Commission was pleased with the work completed in 2015-16 on infrastructure repairs and improvements within Pippy Park. Throughout 2015-16 the Commission addressed required minor repairs and completed on schedule and budget its major infrastructure projects, including renovations to the Pippy Park Headquarters washroom facilities. In addition to those infrastructure improvements the Commission identified as indicators for this goal, the Commission was also able to resurface the gravel road to the North Bank Lodge and extend the paved parking lot at the Pippy Park Headquarters to encompass the area in front of the Courtyard.

## 2016-17 Objective

**Objective:** By March 31, 2017, the C.A. Pippy Park Commission will have completed a third washroom building upgrade thus completing its capital investment goal for the 2014-2017 business cycle.\*

**Measure:** Implemented a number of prioritized capital infrastructure improvement projects.

### Indicators:

- Cost of repairs and renovation required for the rental property on Mount Scio Road assessed.
- Playground equipment and more gravel for the Campground playground purchased and installed.

\*Note: renovation of all campground washrooms were completed in 2014-15, ahead of schedule and reported on in the 2014-15 Annual Report.

## ISSUE 2: IMPROVED VISITOR SERVICES

The improvement of visitor services and promotional activities is an on-going enterprise of the Commission that was identified as an operational priority in its previous business plan. During the course of this business cycle the Commission will make efforts to: 1) identify and establish improved visitor services throughout Pippy Park; and to, 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 by supporting popular recreational activities such as the popular winter cross skiing program, family and community gardening, and initiating a computerized mapping data base for student and public use. Over the 2014-2017 business cycle, the Commission intends to complement these previous initiatives by concentrating 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, 2017, the C.A. Pippy Park Commission will have initiated and completed visitor services and promotional projects that will result in a greater appreciation and awareness among the general public about Pippy Park and thereby enhanced overall visitor services.

**Objectives:** By March 31, 2016, the C.A. Pippy Park Commission will have initiated additional actions and projects to improve visitor services and overall public awareness of Pippy Park.

**Measure:** Initiated and completed several projects aimed at increasing visitor service capabilities and general awareness of Pippy Park.

Indicators	Actual Performance for 2015-16
<b>Creation of a Pippy Park Facebook page</b>	In May 2015, the Commission created a Facebook page to advertise the Park's Campground, rental facilities, and golf courses, share natural and cultural historical information, share information on upcoming events and activities, and connect with park users. The Park has over 685 likes and creates posts regularly. ( <a href="http://www.facebook.com/pippypark.68/?fref=ts">www.facebook.com/pippypark.68/?fref=ts</a> )
<b>Partnership with Bicycle NL and the International Mountain Biking Association continued and enhanced</b>	The Commission values partnerships that encourage biking in the Park and over the reporting period supported three biking events. In October 2015, the Commission worked with Avalon Cup Newfoundland to hold St. John's Enruro in the Three Pond Barrens. In December 2015 Bicycle NL, Avalon Mountain Bike Association (AMBA), Canary Cycles, Cychotic, and Fun n' Fast celebrated Global Fat Bike Day at the North Bank Lodge with demonstrations and group rides. In the winter of 2016 the Commission worked with Bicycle NL and its partners to plan a Community Bike Day (held May 29, 2016). This fun day of obstacle courses, trail rides, and snacks was held at the North Bank Lodge. The Commission continues to work with the International Mountain Biking Association (IMBA) towards a biking master plan for the Park.

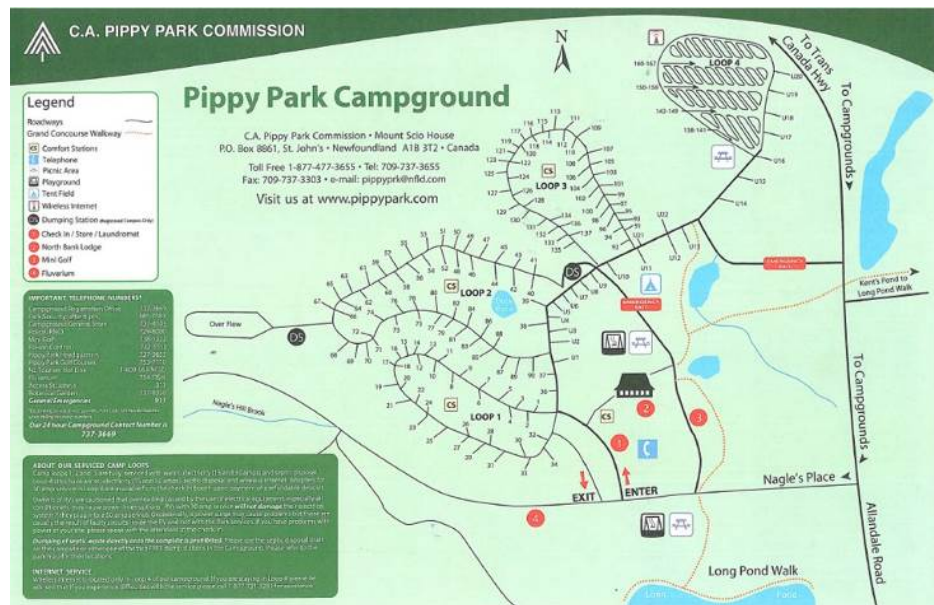
**Continued support for family and community agriculture within Pippy Park**

The Commission continued to support the O'Brien Farm Heritage Foundation by the active participation of its representative on the Foundation board and the provision of office space, as well as the Friends of Pippy Park Family Garden by active participation at meetings, provision of office space, providing staff to shut off and start up water seasonally, weekly mowing the grounds, and assisting with the delivery of lumber, soil, and compost for new raised beds.

**The Campground User Map is updated and revised**

In 2015-16 the Campground User Map was updated, revised, and printed for distribution at the Pippy Park Campground. A digital copy of the map was added to the Pippy Park website for the benefit of those clients making online reservations.

<http://www.pippypark.com/uploads/Campground%20Map.pdf>.



**Maple Tapping Festival planned and implemented with the help of the Friends of Pippy Park**

In April 2015, at the beginning of the 2015-16 reporting period, the Friends of Pippy Park with the support of the Commission very successfully planned and implemented a family maple tapping festival. An estimated 700 people attended this event. Attendees had an opportunity to see maple tapping demonstrations, learn about maple tapping equipment, watch a sap boil up, and taste Pippy Park syrup.

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From January to March of the 2015-16 reporting period plans were made for the next family maple tapping festival, scheduled to take place in April of the 2016-17 reporting period. Facilities were booked and the event designed and advertised. Unfortunately, the weather in the winter of 2016 was irregular and mild challenging the ability to collect sap. Weather conditions forced the Friends of Pippy Park to cancel the festival planned for April 2016.



The Friends of Pippy Park with the support of the Commission selected an area within the Park that could be used as a community maple tapping grove. The area is an old homestead and contains 10-12 large maple trees. Approximately 20 interested maple tappers attended a planning meeting for a community maple tapping grove.

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**Partnership with the City of St. John's continued to offer a winter cross country ski and snowshoe program**

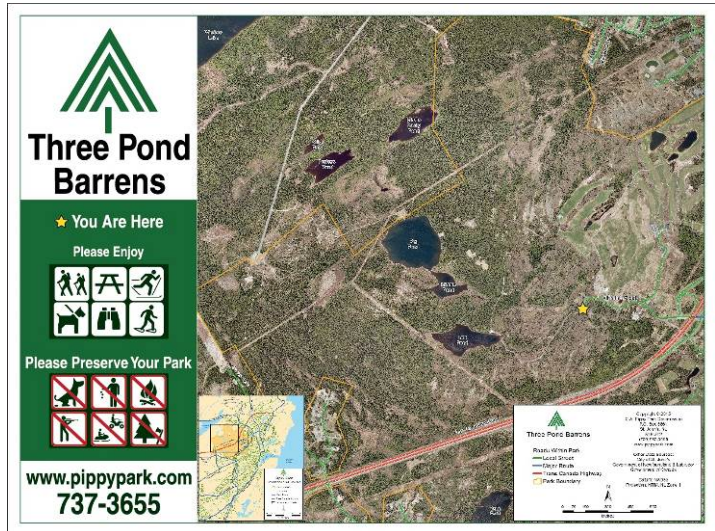
The Commission continued to support the City of St. John's and the Avalon Nordic Ski Club, as they offered a winter cross country ski and snowshoe program through the in-kind provision of the North Bank Lodge, snow clearing, sign posting and removal, and covering the electrical costs to operate the North Bank Lodge heat and lights and the campground lights. A total of 2,312 people rented cross-country ski and snowshoe equipment and 1,330 people participated in group programs.



**You are Here” signage created and installed at key sites within Pippy Park**

In 2015-16, a 42” x 56” sign showing an aerial image of the Three Pond Barrens, Park contact information, and a description of key Park by-laws was added to the entrance to the Three Pond Barrens.

This signage was added to encourage appropriate use of the area, inform users about the Park by-laws, and assist users to become more familiar with the Three Pond Barrens trails.



A second sign was designed for the North Bank Lodge but was not installed in 2015-16. Commission staff decided to wait to first determine how the Three Ponds Barrens sign was received by the public and how the imagery withstood the weather.

**Boundary signage created and installed at key sites within Pippy Park**

In 2015-16, 12” x 12” signs showing Park contact information and a description of key Park by-laws was added to entrances to the Park or Park trails.

These entrances included all road and trail access points on the Northern boundary of the Park, trails north and south of the Outer Ring Road, trails off Groves Road, and trails off roads in the area of Airport Heights.

This signage was added to encourage appropriate use of the area, inform users about the Park by-laws, and assist users to become more familiar with the Park’s boundaries.



## **Discussion of Results**

During this reporting period, the Commission pushed forward with its goal to complete visitor services and promotional projects that will result in a greater appreciation and awareness among the general public about Pippy Park. Creation of a social media presence, new directional and boundary signage, and updated maps all assisted Park users have a memorable and safe visit to the Park. The Commission was pleased to continue to support partners, such as the O'Brien Farm Foundation, Friends of Pippy Park, Avalon Nordic Ski Club, Bicycle NL, Avalon Mountain Bike Association, and others as they offered events and activities in the Park that added to visitor experience and an awareness in the wider community about the Park.

## **2016-17 Objective**

**Objective:** By March 31, 2017, the C.A. Pippy Park Commission will have completed all planned visitor services and public awareness activities and projects thus resulting in a greater appreciation of the value of Pippy Park.

**Measure:** Completed visitor services improvements and promotional projects.

### **Indicators:**

- Interpretative information about Pippy Park shared through a digital medium
- The Park website updated and revised
- Continued support for family and community agriculture within Pippy Park
- Partnerships with recreational associations and groups continued and enhanced



### ISSUE 3: HERITAGE FEATURE 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 the Park, there have not been many efforts to inventory, document, and catalogue the multifaceted natural and cultural features. The paucity of natural and cultural data was partially alleviated during the previous business planning cycle but additional work needs to be completed.

**Goal:** By March 31, 2017, the Commission will have enhanced protection and cataloguing of natural and cultural features of Pippy Park.

**Objectives:** By March 31, 2016, the C.A. Pippy Park Commission will have initiated additional heritage feature inventories and related projects.

**Measure:** Initiated actions to inventory, catalogue, and preserve the heritage features of Pippy Park.

Indicators	Actual Performance for 2015-16
<p><b>The previously compiled Forest Classification and Biophysical data will be incorporated into the Pippy Park website for public use and scientific research</b></p>	<p>A copy of the Forest Classification Inventory prepared for the Commission by the Nature Conservancy of Canada was added to the Pippy Park website for public use and citation.</p> <p>Maps of the Park’s elevation and boundary were added to the Pippy Park website. These maps will be helpful to a wide variety of users, including hikers, bikers, land managers, park residents, and other visitors.</p>
<p><b>Initiation of the FireSmart Canada Community Recognition Program</b></p>	<p>In October 2015 and again in November 2015 the Commission began the process of incorporating the FireSmart Canada Community Recognition Program into the Park through a kick off meeting with representatives of FireSmart Canada and local forestry practitioners with the provincial Department of Fisheries, Forestry and Agrifoods.</p> <p>The Commission understands how the program can benefit the Park, its residents, and its users, how the Program could be applied to a Park community – a unique set up, and the steps to fully implement the Program within the Park.</p>

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**Continued support of the O'Brien Farm Foundation**

The Commission continued to support the O'Brien Farm Heritage Foundation throughout the reporting period as the vision of the Foundation aligns with the Commission's mandate to preserve cultural features within the Park. A Commission board member is the chair of the O'Brien Farm Foundation's board facilitating active participation in the Foundation and information sharing. For example, Commission staff participated in the Foundation's strategic planning sessions.

Furthermore, the Commission provides in-kind office space and monthly boardroom meeting space available to the Foundation, Commission staff assisted with snow clearing of their property, and Commission staff used rock and concrete barricades to close access to farm pathways to stop illegal vehicle access to the property.

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**Partnership with Memorial University program continued and student research projects within Pippy Park completed on natural and cultural heritage features**

During the reporting period, the Commission continued to make efforts to increase student participation within the Park. In 2015-16, the Commission assisted a history student with their preparation of a report on the history of the North Bank.

In April 2015 the Commission participated in a networking event titled "Community Engaged Learning: Curricular Learning Beyond the Classroom" at MUN. The purpose of the event was to bring community partners and faculty members together to learn about experimental learning and its value to academics, and to discuss possible activities and collaboration opportunities. The C.A. Pippy Park Commission was one of the community partners at this event.

Pippy Park continued to work with the MUN Experiential Learning program. Student volunteers worked in the Park in June 2015 and September 2015 to paint picnic tables, signage posts, electrical and water posts, and parking barricades in the Campground.



## Discussion of Results

In 2015-16 the Commission took steps to meet its goal to enhance protection and cataloguing of natural and cultural features of Pippy Park. The 3,400 acres of the Park contains a rich multitude of cultural and natural features with opportunity to study and catalogue any one of them. The Commission focused efforts during this reporting period on continued support of the agricultural heritage of the Park through support of the O'Brien Farm Foundation, as well as working with innovative agricultural groups (i.e. Common Ground) to consider how new agricultural practices might be showcased in the Park. The Park made efforts to disseminate information on the Forest Classification Inventory of the Park and understand how to best protect its forest resources from fire by learning how to integrate forest fire protection measures through the program FireSmart Canada. The Commission continues to expand and build on connections with Memorial University and other educational institutions in efforts to have additional student projects happen in the Park.

## 2016-17 Objective

**Objective:** By March 31, 2017, the Commission will have initiated its current heritage feature inventories and completed all Master Plan initiatives relating to the management of natural and cultural heritage values, both supporting the mandate of the Park and an objective of the Department of Environment and Conservation's 2014-17 Strategic Plan objective to "have continued to implement improvements to enhance the protection of the province's natural heritage" by March 31, 2017.

**Measure:** The conservation role of the Park is more clearly defined and communicated through inventorying and cataloguing of natural and cultural heritage features and their protection.

### Indicators:

- Value of the conservation role of the Park is more clearly defined and communicated
- Computer mapping, using GIS technology, is reviewed and updated, as required, to assist land management processes
- Additional cultural heritage features cataloging and mapping will be initiated
- Policies and guidelines relating to heritage features implemented and monitored

## OPPORTUNITIES AND CHALLENGES AHEAD

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

### Opportunities

- The demand for campground bookings continues to provide opportunity for revenue generation 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 provide rental venue.
- Long lasting relationships with institutional and community services partners remain stable and cooperative and new partnerships continue to be forged with groups.
- Public use of the lands and facilities of Pippy Park continues to increase as urbanization concentrates on the northeast Avalon Peninsula. The 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.
- The relatively unspoiled backcountry wilderness located in the northern extremity of the Park provides exciting recreational, tourism, and research opportunities.

### Challenges

- Increases in the number of golf facilities during the past decade means that the 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 sold, and this revenue source will soon be depleted.
- A key challenge in realizing financial self-sufficiency is the recognition that the prime business is operating a public park. Many of the regulatory and grounds-keeping activities undertaken to achieve this mandate do not generate significant income. Thus alternate sources of funding and/or revenue will need to be explored.
- 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.

## BOARD OF DIRECTORS 2015-16

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:**

Ms. Ann Browne. Appointed by the Board of Regents of Memorial University of Newfoundland and Labrador.

### **City of St. John's Representative:**

Mr. Sandy Hickman, Councillor at Large. Appointed by the City of St. John's.  
(April – November 2015)

Mr. Danny Breen, Councillor for Ward 1. Appointed by the City of St. John's.  
(November 2015 – present)

### **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. Acting Vice Chairperson.

## FINANCIAL STATEMENTS

The audited consolidated financial statements of the Commission detail the financial results for the period ended March 31, 2016.

**C.A. PIPPY PARK COMMISSION**  
**CONSOLIDATED FINANCIAL STATEMENTS**  
**MARCH 31, 2016**

## **Management's Report**

### ***Management's Responsibility for the C.A. Pippy Park Commission Consolidated Financial Statements***

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes to the consolidated financial statements, and for ensuring that this information is consistent, where appropriate, with the information contained in the consolidated financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that transactions are properly authorized, assets are safeguarded and liabilities are recognized.

Management is also responsible for ensuring that transactions comply with relevant policies and authorities and are properly recorded to produce timely and reliable financial information.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and exercises these responsibilities through the Board. The Board reviews internal financial information periodically and external audited consolidated financial statements yearly.

The Auditor General conducts an independent audit of the annual consolidated financial statements of the Commission in accordance with Canadian generally accepted auditing standards, in order to express an opinion thereon. The Auditor General has full and free access to financial management of the C.A. Pippy Park Commission.

On behalf of the C.A. Pippy Park Commission.



Mr. Rie Mercer  
Executive Director





## INDEPENDENT AUDITOR'S REPORT

To the Chairperson and Members of the Board of Directors  
C.A. Pippy Park Commission  
St. John's, Newfoundland and Labrador

### **Report on the Consolidated Financial Statements**

I have audited the accompanying consolidated financial statements of the C.A. Pippy Park Commission which comprise the consolidated statement of financial position as at March 31, 2016, the consolidated statements of operations, change in net financial assets, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

#### *Management's Responsibility for the Consolidated Financial Statements*

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

My responsibility is to express an opinion on these consolidated financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

## Independent Auditor's Report (cont.)

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### *Opinion*

In my opinion the consolidated financial statements present fairly, in all material respects, the financial position of the C.A. Pippy Park Commission as at March 31, 2016, and its financial performance and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.



**TERRY PADDON, CPA, CA**  
**Auditor General**

August 18, 2016  
St. John's, Newfoundland and Labrador

**C.A. PIPPY PARK COMMISSION**  
**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**  
As at March 31

	2016	2015
<b>FINANCIAL ASSETS</b>		
Cash	\$ 1,238,950	\$ 924,341
Accounts receivable (Note 3)	20,467	17,460
Inventories held for resale	14,758	15,224
	<u>1,274,175</u>	<u>957,025</u>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	141,894	105,900
Deferred revenue (Note 4)	139,556	123,384
Obligations under capital leases (Note 5)	123,773	87,325
Employee future benefits (Note 6)	281,046	258,090
Advance from Province of Newfoundland and Labrador (Note 7)	250,000	250,000
	<u>936,269</u>	<u>824,699</u>
<b>Net financial assets</b>	<u>337,906</u>	<u>132,326</u>
<b>NON-FINANCIAL ASSETS</b>		
Prepaid expenses	19,164	23,059
Inventories held for use	15,353	16,088
Tangible capital assets (Note 8)	8,809,674	8,905,793
	<u>8,844,191</u>	<u>8,944,940</u>
<b>Accumulated surplus</b>	<u>\$ 9,182,097</u>	<u>\$ 9,077,266</u>

Contractual obligations (Note 13)

*The accompanying notes are an integral part of these financial statements.*

Signed on behalf of the Board:




**Chairperson**
**Member**

Office of the Auditor General

**C.A. PIPPY PARK COMMISSION**  
**CONSOLIDATED STATEMENT OF OPERATIONS**  
For the Year Ended March 31

	2016 Budget	2016 Actual	2015 Actual
(Note 15)			
<b>REVENUES (Note 10)</b>			
Province of Newfoundland and Labrador			
Operating grant	\$ 606,600	\$ 606,600	\$ 539,600
Golf course (Note 11)	1,069,500	987,110	999,429
Campground (Note 12)	573,000	633,057	572,673
Services	300,000	300,077	292,739
Rental	54,000	54,468	57,166
Driving range	50,000	47,286	43,087
Miscellaneous	24,000	59,439	26,785
Advertising	11,500	11,487	11,487
Interest	2,500	8,022	9,108
	<b>2,691,100</b>	<b>2,707,546</b>	<b>2,552,074</b>
<b>EXPENSES (Note 10)</b>			
Golf course	1,010,064	938,720	962,256
Campground	248,894	278,886	301,228
General park	989,501	633,949	640,277
Administration and other	506,080	751,160	712,565
	<b>2,754,539</b>	<b>2,602,715</b>	<b>2,616,326</b>
Annual surplus (deficit)	(63,439)	104,831	(64,252)
Accumulated surplus, beginning of year	9,077,266	9,077,266	9,141,518
Accumulated surplus, end of year	<b>\$ 9,013,827</b>	<b>\$ 9,182,097</b>	<b>\$ 9,077,266</b>

*The accompanying notes are an  
integral part of these financial statements.*

**C.A. PIPPY PARK COMMISSION**  
**CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS**  
For the Year Ended March 31

	2016 Budget	2016 Actual	2015 Actual
(Note 15)			
<b>Annual surplus (deficit)</b>	\$ (63,439)	\$ 104,831	\$ (64,252)
<b>Changes in tangible capital assets</b>			
Acquisition of tangible capital assets	-	(133,341)	(40,519)
Net book value of tangible capital asset disposals	-	3,304	155
<b>Amortization of tangible capital assets</b>	<b>235,775</b>	<b>226,056</b>	<b>250,416</b>
	<b>235,775</b>	<b>96,119</b>	<b>210,052</b>
<b>Changes in other non-financial assets</b>			
Use of prepaid expenses	-	23,059	20,329
Acquisition of prepaid expenses	-	(19,164)	(23,059)
<b>Net consumption of inventories held for use</b>	<b>-</b>	<b>735</b>	<b>879</b>
	<b>-</b>	<b>4,630</b>	<b>(1,851)</b>
<b>Increase in net financial assets/decrease in net debt and increase in net financial assets</b>	<b>172,336</b>	<b>205,580</b>	<b>143,949</b>
<b>Net financial assets (debt), beginning of year</b>	<b>132,326</b>	<b>132,326</b>	<b>(11,623)</b>
<b>Net financial assets, end of year</b>	<b>\$ 304,662</b>	<b>\$ 337,906</b>	<b>\$ 132,326</b>

*The accompanying notes are an integral part of these financial statements.*

**C.A. PIPPY PARK COMMISSION**  
**CONSOLIDATED STATEMENT OF CASH FLOWS**  
For the Year Ended March 31

2016

2015

**Cash flows from operating activities**

Annual surplus (deficit)	\$ 104,831	\$ (64,252)
Adjustment for non-cash items		
Amortization	226,056	250,416
Loss on disposal of tangible capital assets	3,304	155
	334,191	186,319
Changes in non-cash working capital		
Accounts receivable	(3,007)	23,416
Inventories held for resale	466	2,961
Prepaid expenses	3,895	(2,730)
Inventories held for use	735	879
Accounts payable and accrued liabilities	35,994	(1,627)
Deferred revenue	16,172	25,310
Employee future benefits	22,956	34,075
<b>Cash provided from operating transactions</b>	<b>411,402</b>	<b>268,603</b>
<b>Capital transactions</b>		
Acquisition of tangible capital assets - purchased from operations	(35,989)	(40,519)
Acquisition of tangible capital assets - purchased under capital lease	(97,252)	-
<b>Cash applied to capital transactions</b>	<b>(133,241)</b>	<b>(40,519)</b>
<b>Financing transactions</b>		
Increase in capital lease obligations	97,252	-
Repayment of capital lease obligations	(60,804)	(53,762)
<b>Cash provided from (applied to) financial transactions</b>	<b>36,448</b>	<b>(53,762)</b>
Net increase in cash	314,609	174,322
<b>Cash, beginning of year</b>	<b>924,341</b>	<b>750,019</b>
<b>Cash, end of year</b>	<b>\$ 1,238,950</b>	<b>\$ 924,341</b>

*The accompanying notes are an integral part of these financial statements.*

Office of the Auditor General

**C.A. PIPPY PARK COMMISSION**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
March 31, 2016

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**1. Nature of operations**

The C.A. Pippy Park Commission (the Commission) was incorporated in 1968 and operates under the authority of the *Pippy Park Commission Act*. The purpose of the Commission is to provide a park-like setting to house the headquarters of the Provincial Government, as well as various government, cultural, educational facilities and Memorial University of Newfoundland. Its affairs are managed by a Board of Commissioners, the majority of whom are appointed by the Lieutenant-Governor in Council.

The C.A. Pippy Park Golf Course Limited (the Golf Course) was incorporated on January 6, 2006, under the *Corporations Act*. It is a wholly owned subsidiary of the Commission, incorporated in accordance with Section 25(b)(i) of the *Pippy Park Commission Act*. Its purpose is to manage the Pippy Park Golf Course.

The Commission is a Crown entity of the Province of Newfoundland and Labrador and as such is not subject to Provincial or Federal income taxes.

**2. Summary of significant accounting policies**

**(a) Basis of accounting**

The Commission is classified as an Other Government Organization as defined by Canadian Public Sector Accounting Standards (CPSAS). These consolidated financial statements are prepared by management in accordance with CPSAS for provincial reporting entities established by the Public Sector Accounting Board (PSAB). The Commission does not prepare a statement of remeasurement gains and losses as the Commission does not enter into relevant transactions or circumstances that are addressed by that statement.

The consolidated financial statements include the assets, liabilities and accumulated surplus of the C.A. Pippy Park Commission and its subsidiary corporation, C.A. Pippy Park Golf Course Limited. Inter-entity transactions and balances have been eliminated in these consolidated financial statements. Outlined below are the significant accounting policies followed.

**(b) Financial instruments**

The Commission's financial instruments recognized in the consolidated statement of financial position consist of cash, accounts receivable, accounts payable and accrued liabilities, obligations under capital leases, and the advance from the Province of Newfoundland and Labrador. The Commission generally recognizes a financial instrument when it enters into a contract which creates a financial asset or financial liability. Financial assets and financial liabilities are initially measured at cost, which is the fair value at the time of acquisition.

**2. Summary of significant accounting policies (cont.)**

**(b) Financial instruments (cont.)**

The Commission subsequently measures all of its financial assets and financial liabilities at cost or amortized cost. Of the financial assets, cash is measured at cost while accounts receivable is measured at amortized cost. Financial liabilities measured at cost include accounts payable and accrued liabilities and the advance from the Province of Newfoundland and Labrador. Obligations under capital leases are measured at amortized cost.

The carrying values of cash, accounts receivable, accounts payable and accrued liabilities, obligations under capital leases, and the advance from the Province of Newfoundland and Labrador approximate current fair value due to their nature and/or the short-term maturity associated with these instruments.

Interest attributable to financial instruments is reported on the consolidated statement of operations.

**(c) Cash**

Cash includes cash in bank.

**(d) Tangible capital assets**

All tangible capital assets are recorded at cost at the time of acquisition, which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets.

Capital lease obligations are recorded at the present value of the minimum lease payments excluding executor costs (e.g. insurance, maintenance costs, etc.). The discount rate used to determine the present value of the lease payments is the interest rate implicit in the lease.

The cost, less residual value, of the tangible capital assets, is amortized using the declining balance method over the expected useful lives as follows:

Furniture and equipment	30%
Vehicles	30%
Equipment under capital leases	30%
Buildings	10%
Park improvements	10%
Golf course improvements	10%

The cost of building acquisitions is included with land where the primary reason for purchasing the properties is to acquire the land. Where the Commission intends to maintain the buildings for Park use, cost is allocated between land and buildings.



**C.A. PIPPY PARK COMMISSION**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
March 31, 2016

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**2. Summary of significant accounting policies (cont.)**

**(d) Tangible capital assets (cont.)**

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Commission's ability to provide services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value. The net write-downs are accounted for as expenses in the consolidated statement of operations.

**(e) Inventories held for resale**

Inventories held for resale, including confectionary and golf supplies, are recorded at the lower of cost and net realizable value. Cost is determined on a first-in, first-out basis.

**(f) Inventories held for use**

Inventories held for use include supplies and are recorded at the lower of historical cost and replacement cost.

**(g) Prepaid expenses**

Prepaid expenses are recorded as an expense over the periods expected to benefit from the prepayment.

**(h) Employee future benefits**

- (i) The employees of the Commission represented by the Newfoundland and Labrador Association of Public and Private Employees (NAPE) and certain management employees are entitled to severance pay. Severance pay for entitled employees is calculated based on years of service and current salary levels. Entitlement to severance pay vests with employees after nine years of continuous service and, accordingly, a liability has been recorded for these employees. For employees with less than nine years of continuous service, the Commission has made a provision in the accounts for the payment of severance which is based upon the Commission's best estimate of the probability of having to pay severance to the employees and current salary levels. Severance is payable when the employee ceases employment with the Commission unless the employee transfers to another entity in the public service in which case the liability is transferred with the employee to the other entity.

**2. Summary of significant accounting policies (cont.)**

**(h) Employee future benefits (cont.)**

- (ii) The employees of the Commission are subject to the *Public Service Pensions Act, 1991*. Employee contributions are matched by the Commission and remitted to the Public Service Pension Plan Corporation from which pensions will be paid to employees when they retire. This plan is a multi-employer defined benefit plan, providing a pension on retirement based on the member's age at retirement, length of service and the average of their best six years of earnings for service on or after January 1, 2015, and, for service before January 1, 2015, the higher of the average of the frozen best 5 years of earnings up to January 1, 2015, or the average of the best 6 years of earnings for all service.

The matched contributions paid by the Commission are recorded as an expense for the year.

- (iii) The Commission provides accumulating, non-vesting sick leave benefits to its employees. The Commission has made a provision in the accounts for the payment of accumulating non-vesting sick leave benefits for employees which is based upon the Commission's best estimate of the probability of the employees utilizing the benefits and current salary levels. The accumulating non-vesting sick leave benefits cease upon termination of employment with the Commission.

**(i) Revenues**

Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues. All revenues are recorded on an accrual basis except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

Revenue related to fees or services received in advance of the fee being earned or the service being performed is deferred and recognized as revenue in the fiscal year the fee is earned or the service is performed.

The Commission recognizes government transfers as revenues when the transfer is authorized and any eligibility criteria are met, except when and to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the consolidated statement of operations as the stipulations related to the liabilities are settled. Government transfers consist of an operating grant from the Province of Newfoundland and Labrador.

**C.A. PIPPY PARK COMMISSION**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**March 31, 2016**

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**2. Summary of significant accounting policies (cont.)**

**(j) Expenses**

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year is recorded as an expense in that year.

**(k) Measurement uncertainty**

The preparation of consolidated financial statements in conformity with CPSAS requires management to make estimates and assumptions that affect the reporting amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the consolidated financial statements and the reported amounts of the revenues and expenses during the period. Items requiring the use of significant estimates include the expected future life of tangible capital assets and estimated employee future benefits.

Estimates are based on the best information available at the time of preparation of the consolidated financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these consolidated financial statements. Actual results could differ from these estimates.

**3. Accounts receivable**

	<u>2016</u>	<u>2015</u>
Trade	\$ 22,116	\$ 18,360
Harmonized sales tax	4,059	4,808
	<u>26,175</u>	<u>23,168</u>
Less: allowance for doubtful accounts	(5,708)	(5,708)
<b>Net accounts receivable</b>	<b>\$ 20,467</b>	<b>\$ 17,460</b>

**4. Deferred revenue**

	<u>2016</u>	<u>2015</u>
Golf course	\$ 81,573	\$ 80,183
Clubhouse	29,517	15,684
Rental	18,570	13,266
Campground	9,896	14,251
	<u>\$ 139,556</u>	<u>\$ 123,384</u>

**C.A. PIPPY PARK COMMISSION**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
 March 31, 2016

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**4. Deferred revenue (cont.)**

Golf course deferred revenue relates to golf packages and gift certificates sold during the fiscal year that relate to the 2016 golf season. Clubhouse deferred revenue relates to deposits received on salon rentals for future periods. Rental deferred revenue relates to deposits received on reservations at the Northbank Lodge for future periods and a property lease payment received that relates to the 2016-17 fiscal year. Campground deferred revenue relates to deposits received on reservations.

**5. Obligations under capital leases**

The Commission has financed property for golf course operations, general park and administration through capital leases.

	<u>2016</u>	<u>2015</u>
<u>Obligations under capital leases</u>	<u>\$ 123,773</u>	<u>\$ 87,325</u>

Future minimum lease payments under capital leases are:

2017	\$ 51,508
2018	41,170
2019	25,804
2020	<u>21,362</u>
	139,844
Less: interest portion of payments	<u>(16,071)</u>
	<u>\$ 123,773</u>

The capital leases are secured by equipment having a net book value of \$120,880.

**6. Employee future benefits**

	<u>2016</u>	<u>2015</u>
Vested severance benefits	\$ 170,578	\$ 132,835
Non-vested severance benefits	38,165	56,690
Provision for accumulating, non-vesting, sick leave	<u>72,303</u>	<u>68,565</u>
	<u>\$ 281,046</u>	<u>\$ 258,090</u>

**Pension contributions**

The employees of the Commission represented by the NAPE and certain management employees are subject to the *Public Service Pensions Act, 1991* (the *Act*). The Plan is administered by the Public Service Pension Plan Corporation, including payment of pension benefits to employees to whom the *Act* applies.

**C.A. PIPPY PARK COMMISSION**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
 March 31, 2016

**6. Employee future benefits (cont.)**

The plan provides a pension upon retirement based on the age of its members at retirement, length of service and rates of pay. The maximum contribution rate for eligible employees was 11.85% (2015 - 11.85%). The Commission contributes an amount equal to the employee contributions to the plan. Total pension expense for the Commission for the year ended March 31, 2016, was \$78,076 (2015 - \$58,229).

**7. Advance from Province of Newfoundland and Labrador**

On March 30, 2001, the Commission received a repayable advance in the amount of \$250,000 from the Province of Newfoundland and Labrador. There are no set terms of repayment. The advance payable remained outstanding at year end.

**8. Tangible capital assets**

**Original cost**

	Balance March 31, 2015	Capital Assets no longer under lease	Additions	Disposals	Balance March 31, 2016
<b>Park</b>					
Land	\$ 5,429,850	\$ -	\$ -	\$ -	\$ 5,429,850
Furniture and equipment	396,923	-	8,325	(73,065)	332,183
Vehicles	38,355	-	-	-	38,355
Equipment under capital lease	39,914	-	-	-	39,914
Buildings	1,689,605	-	1,425	-	1,691,030
Park improvements	1,791,558	-	9,050	(7,500)	1,793,108
<b>Golf course</b>					
Land	1,809,696	-	-	-	1,809,696
Golf course improvements	1,346,311	-	-	-	1,346,311
Buildings	530,469	-	-	-	530,469
Equipment under capital lease	184,522	(129,620)	97,252	-	152,154
Furniture and equipment	484,836	129,620	17,189	-	631,645
	<b>\$ 13,742,039</b>	<b>\$ -</b>	<b>\$ 133,241</b>	<b>\$ (80,565)</b>	<b>\$ 13,794,715</b>

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**8. Tangible capital assets (cont.)**

Accumulated amortization

	Balance March 31, 2015	Transfer of accumulated amortization of assets no longer under lease	Amortization	Accumulated amortization on additions/disposals	Balance March 31, 2016	Net book value March 31, 2016	Net book value March 31, 2015
Park							
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,429,850	\$ 5,429,850
Furniture and equipment	359,568	-	12,440	(72,675)	299,333	32,850	37,355
Vehicles	26,106	-	4,299	-	30,405	7,950	12,249
Equipment under capital leases	16,165	-	7,125	-	23,290	16,624	23,749
Buildings	1,409,021	-	28,086	-	1,437,107	253,923	280,584
Park improvements	1,287,779	-	50,102	(4,586)	1,333,295	459,813	503,779
Golf course							
Land	-	-	-	-	-	1,809,696	1,809,696
Golf course improvements	856,999	-	47,931	-	914,930	431,381	479,312
Buildings	331,166	-	19,931	-	351,097	179,372	199,303
Equipment under capital leases	115,886	(91,829)	23,841	-	47,898	104,256	68,636
Furniture and equipment	423,556	91,829	32,301	-	547,686	83,959	61,280
	\$ 4,836,246	\$ -	\$ 226,056	\$ (77,261)	\$ 4,985,041	\$ 8,809,674	\$ 8,905,793

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**8. Tangible capital assets (cont.)**

**(a) Tangible capital assets not included in consolidated financial statements**

Land purchased directly by the Provincial Government and forming part of C.A. Pippy Park is not recorded in these consolidated financial statements. The land recorded in these consolidated financial statements represents land purchased directly by the Commission.

Capital improvements made by third parties are not recorded in these consolidated financial statements.

**(b) Title to Commission property**

Under Section 10(4) of the *Pippy Park Commission Act*, title to property of the Commission is vested in the name of the Minister of Environment and Conservation, for the Crown.

**9. Related party transactions**

(a) During the year, the Commission received an operating grant of \$606,600 (2015 - \$539,600) from the Province.

(b) Services and rental revenue include revenues from the Province in the amount of \$327,621 (2015 - \$256,432) as a result of ongoing contracts.

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**10. Segmented information**

The Commission reports its revenue and expenses by program area.

	Golf course		Campground		General park		Administration		Total	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
<b>Revenues</b>										
Provision of Newfoundland and Labrador operating grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 698,698	\$ 559,800	\$ 698,698	\$ 559,600
Golf course (Note 11)	987,110	999,429	-	-	-	-	-	-	987,110	999,429
Campground (Note 12)	-	-	633,087	572,673	-	-	-	-	633,087	572,673
Services	-	-	-	-	300,077	292,739	-	-	300,077	292,739
Rental	-	-	-	-	-	-	84,408	57,166	84,408	57,166
Driving range	47,286	43,087	-	-	-	-	-	-	47,286	43,087
Miscellaneous	8,688	6,065	-	-	-	-	98,781	20,720	99,439	26,785
Advertising	11,487	11,487	-	-	-	-	-	-	11,487	11,487
Interest	895	1,619	-	-	-	-	7,127	7,489	8,022	9,108
	<b>1,035,466</b>	<b>1,061,687</b>	<b>633,087</b>	<b>572,673</b>	<b>300,077</b>	<b>292,739</b>	<b>718,946</b>	<b>624,975</b>	<b>1,707,546</b>	<b>2,552,074</b>
<b>Expenses</b>										
Advertising and promotion	2,732	1,747	1,821	2,228	-	426	1,797	1,315	4,360	5,716
Amortization	57,293	55,671	-	-	-	-	148,763	194,743	326,056	250,416
Bank charges	21,866	22,126	-	-	-	-	17,692	17,853	39,557	39,979
Building maintenance	51,933	63,779	9,133	50,779	8,473	52,387	39,303	10,315	108,862	177,260
Course maintenance	51,143	56,819	-	-	-	-	-	-	51,143	56,819
Driving range	3,752	4,643	-	-	-	-	-	-	3,752	4,643
Equipment maintenance	37,058	38,562	-	-	38,188	41,067	-	-	75,161	79,629
Fuel	31,893	35,844	-	-	27,418	30,036	-	-	89,308	65,880
Heat, light and telephone	49,088	55,483	42,215	46,113	13,962	17,820	28,356	31,739	132,621	150,855
Honoraria	-	-	-	-	-	-	280	280	280	280
Insurance	24,057	25,258	-	-	-	-	39,748	42,348	63,805	67,606
Interest on capital lease obligations	5,388	5,908	-	-	-	-	78	78	5,466	5,986
Loss on disposal of tangible capital assets	-	-	-	-	-	-	3,304	155	3,304	155
Miscellaneous	3,143	4,351	813	333	2,480	3,967	1,766	2,765	8,132	11,416
Office	7,762	7,021	600	897	-	-	8,811	9,053	18,173	16,971
Professional fees	3,259	2,510	1,200	150	-	-	6,371	4,296	14,821	6,956
Salaries and employee benefits	583,260	574,103	214,812	195,137	528,209	478,332	429,005	392,389	1,752,286	1,639,961
Supplies	8,083	8,431	8,234	5,591	18,706	16,542	4,838	3,735	39,851	34,299
Training	-	-	58	-	681	-	58	-	797	-
Travel	-	-	-	-	-	-	-	1,499	-	1,499
	<b>938,720</b>	<b>962,256</b>	<b>278,886</b>	<b>301,228</b>	<b>633,949</b>	<b>640,277</b>	<b>751,160</b>	<b>712,565</b>	<b>1,682,715</b>	<b>2,616,326</b>
<b>Annual surplus (deficit)</b>	<b>\$ 116,746</b>	<b>\$ 99,431</b>	<b>\$354,171</b>	<b>\$ 271,445</b>	<b>\$ (333,872)</b>	<b>\$ (347,538)</b>	<b>\$ (32,214)</b>	<b>\$ (87,590)</b>	<b>\$ 104,831</b>	<b>\$ (64,252)</b>

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**11. Golf Course revenue**

**Course operations**

	<u>2016</u> <u>Budget</u> (Note 15)	<u>2016</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>
Green fees	\$ 678,500	\$ 612,345	\$ 628,381
Rentals	174,500	158,476	169,261
	<u>853,000</u>	<u>770,821</u>	<u>797,642</u>
Proshop sales	10,000	12,133	10,032
Less: cost of goods sold	(4,000)	(5,129)	(4,016)
	<u>6,000</u>	<u>7,004</u>	<u>6,016</u>
<b>Course operations</b>	<u>859,000</u>	<u>777,825</u>	<u>803,658</u>
<b>Clubhouse operations</b>			
Salon rentals	45,500	46,486	42,520
Catering commissions	52,000	49,580	45,896
	<u>97,500</u>	<u>96,066</u>	<u>88,416</u>
Salon sales	195,000	182,495	181,562
Less: cost of goods sold	(82,000)	(69,276)	(74,207)
	<u>113,000</u>	<u>113,219</u>	<u>107,355</u>
<b>Clubhouse operations</b>	<u>210,500</u>	<u>209,285</u>	<u>195,771</u>
	<u>\$ 1,069,500</u>	<u>\$ 987,110</u>	<u>\$ 999,429</u>

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**12. Campground revenue**

	<u>2016</u> <u>Budget</u> (Note 15)	<u>2016</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>
Registration fees	\$ 573,000	\$ 612,012	\$ 555,991
Sales	-	47,201	41,045
Less: cost of goods sold	-	(26,156)	(24,363)
	-	21,045	16,682
	<u>\$ 573,000</u>	<u>\$ 633,057</u>	<u>\$ 572,673</u>

**13. Contractual obligations**

Equipment has been leased by the Commission. Minimum lease payments over the remaining term of the leases are as follows:

2017	\$ 7,508
2018	1,244
2019	<u>311</u>
	<u>\$ 9,063</u>

**14. Financial risk management**

The Commission recognizes the importance of managing risks and this includes policies, procedures and oversight designed to reduce risks identified to an appropriate threshold. The risks that the Commission is exposed to through its financial instruments are credit risk, liquidity risk and market risk. There was no significant change in the Commission's exposure to these risks or its processes for managing these risks from the prior year.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Commission's main credit risk relates to cash and accounts receivable. The Commission's maximum exposure to credit risk is the carrying amounts of these financial instruments. The Commission is not exposed to significant credit risk with its cash because this financial instrument is held with a Chartered Bank. Also, it is not exposed to significant credit risk related to the harmonized sales tax receivable due to its nature. The Commission is exposed to credit risk related to its trade accounts receivable. Any estimated impairment of accounts receivable has been provided for through an allowance as disclosed in Note 3.

**14. Financial risk management (cont.)**

Liquidity risk

Liquidity risk is the risk that the Commission will be unable to meet its financial liabilities and contractual obligations. The Commission's exposure to liquidity risk relates mainly to its accounts payable and accrued liabilities, its obligations under capital leases as disclosed in Note 5, the advance from the Province of Newfoundland and Labrador, and its contractual obligations as disclosed in Note 13. The Commission manages liquidity risk by monitoring its cash flows and ensuring that it has sufficient resources available to meet its financial liabilities.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency (foreign exchange) risk, interest rate risk and other price risk. The Commission is not exposed to significant foreign exchange or other price risk. The Commission is not exposed to interest rate risk on the obligations under capital leases as the interest rates are fixed to maturity. In addition, the Commission is not exposed to interest rate risk related to the advance from the Province of Newfoundland and Labrador as this financial instrument is non-interest bearing.

**15. Budgeted figures**

Budgeted figures have been provided for comparison purposes and have been derived from estimates approved by the Board of Directors of the Commission.

**16. Non-financial assets**

The recognition and measurement of non-financial assets is based on their service potential. These assets will not provide resources to discharge liabilities of the Commission. For non-financial assets, the future economic benefit consists of their capacity to render service to further the Commission's objectives.