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# C.A. Pippy Park Commission

## 2017-20 BUSINESS PLAN

Submitted to:  
Honourable Christopher Mitchelmore, Minister  
Department of Tourism, Culture, Industry & Innovation  
Government of Newfoundland & Labrador

Submitted by:  
C.A. Pippy Park Commission  
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May 10, 2017

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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 Business Plan of the C.A. Pippy Park Commission for the fiscal cycles of April 1, 2017 and ending March 31, 2020 in accordance with the *Transparency and Accountability Act*. This Business Plan is prepared to compliment, wherever possible, the strategic direction of the Government of Newfoundland and Labrador. As Chairperson of the Board, my signature indicates the Board's accountability for the goals and objectives detailed in this document.

This document outlines our key goals and specific objectives to be achieved over the next three years of operation ending in 2020. The contents have evolved, from the previous business cycle which concluded with the Commission meeting noteworthy infrastructure achievements, continuing to offer the highest standards in land management, and success of its commercial services, and the Commission's vision for the future of the Park.

This new Business Plan outlines a set of core goals for the Commission that are derived from the Commission's Board and our existing policies and guidelines pertaining to the Park's management and operations.

On behalf of the C.A. Pippy Park Commission Board, we thank the Provincial Government for its continued financial and human resource support.



A handwritten signature in black ink, appearing to be 'Bernie Halloran'.

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

# Overview

## Responsibility Areas

The C.A. Pippy Park Commission was established as a Crown Corporation in 1968, under the *C.A. Pippy Park Commission Act*.

The Commission has a broad suite 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. To do so the Commission works closely with 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, all of which are found within the boundaries of the Park. Land use approvals are issued in accordance with the *Act* and in compliance with the Master Plan, by-laws, and related policies.

## Board of Directors

The Commission is comprised of an eight member Board, which currently reports to the House of Assembly through the Minister of Tourism, Culture, Industry and Innovation. Members of the C. A. Pippy Park Commission Board are appointed in accordance with Section 4 of the *C.A. Pippy Park Commission Act*. Currently, 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 currently vacant*

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. Danny Breen, Councillor for Ward 1. 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.

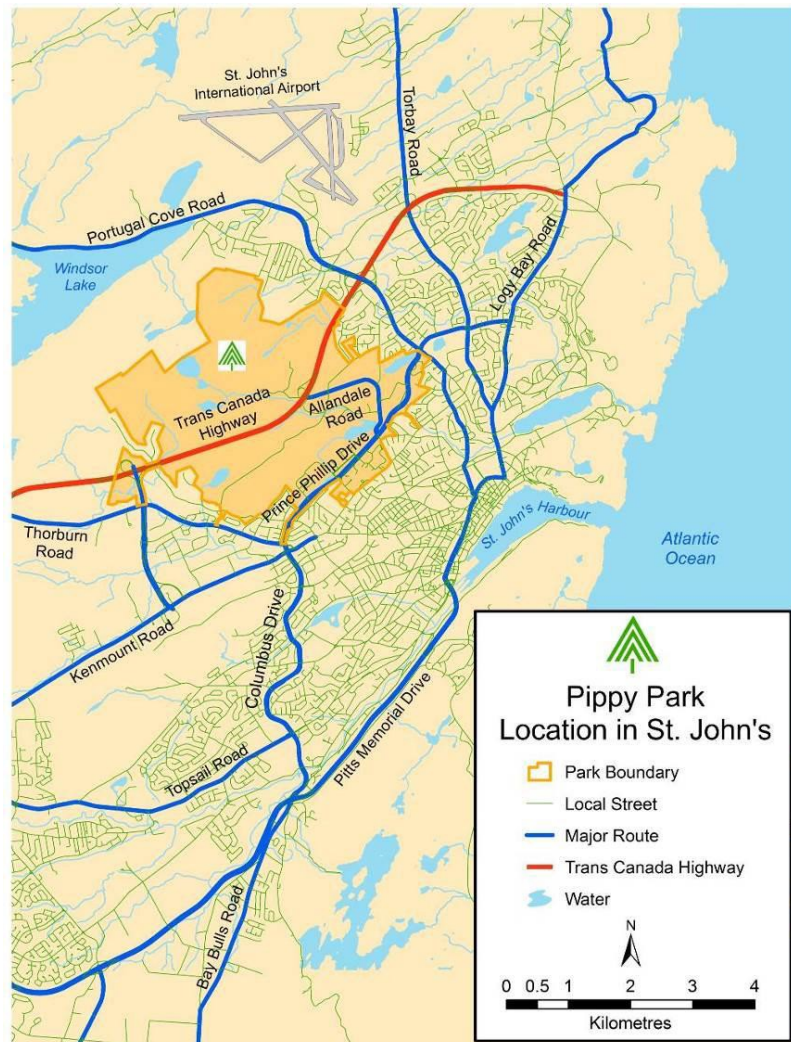
Member at Large:

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

## 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.

For the past fifty 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, Pippy Park provides a marvelous setting for the provincial seat of government as well as space for recreation and the appreciation of our heritage.



## Employees

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.

## 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 Christopher Mitchelmore, Minister of Tourism, Culture, Industry, and Innovation. 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 2016-17, the Commission operated primarily from revenue generated from its own operations totaling \$2,285,000 and a Provincial Government grant of \$464,300 (Appendix B). The Commission's expenses during the same time period were \$2,688,700.

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.

# 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.

# 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.

# Primary Clients

The Commission defines its primary clients as those customers who avail of its commercial services, such as campers, golfers, and banquet and rental patrons, and its institutional patrons to whom it provides grounds maintenance services.

The Commission also serves a broader clientele comprised of the general public who enjoy the recreational and heritage values of the Park, as well the many community service organizations that operate within the Park.

The primary clients include the following general categories:

- Campers
- Golfers
- Institutional clients for grounds maintenance operations (including the Confederation Building, Marine Institute, College of the North Atlantic, Petten Building, Arts and Culture Centre, Howley Building, and OCIO)
- Clients availing of banquet services at the Admiral’s Green Clubhouse
- Clients availing of rental operations at the North Bank Lodge
- Community Service organizations located in the Park, such as the Fluvarium, Easter Seals, O’Brien Farm Foundation, and Rainbow Riders
- Recreational users, including walkers, runners, cross-country skiers, hikers, and cyclists
- The general public



# 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.

# Values

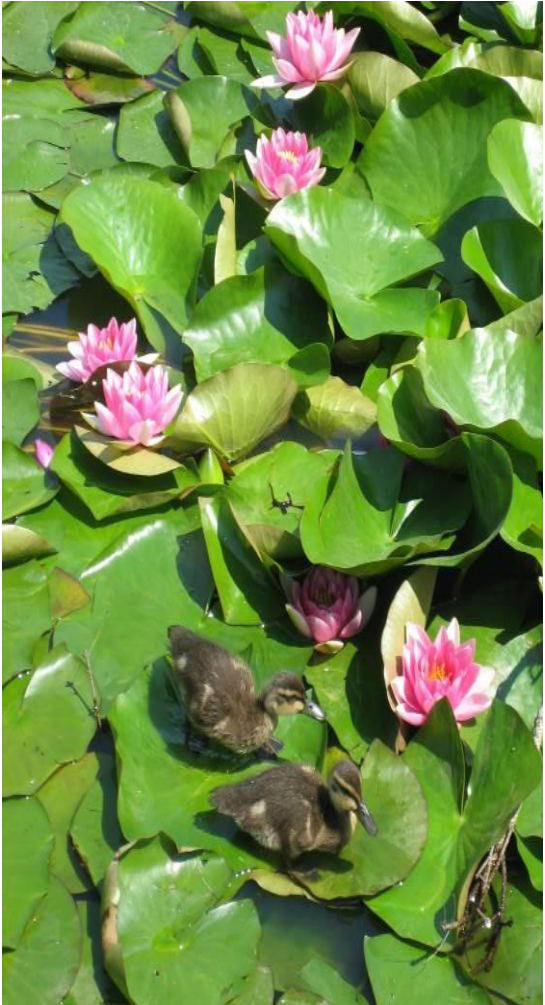
The C. A. Pippy Park Commission is committed to providing quality park services for the residents of the Province and out-of-Province visitors. Whether this is recreational activities such as camping and golfing or services such as landscape maintenance and land management, the Park strives to ensure that it is responsive and respectful to the needs of all Park users. To this end, the Commission has defined four core values all persons employed by the Park shall recognize and show commitment to in whatever role they participate.

Values	Action Statements
Accountability	Each person accepts responsibility for their own actions and follows through on requests and commitments.
Professionalism	Each person commits to providing quality customer service through responsiveness, demeanor and personal appearance.
Dedication	Each person completes all tasks efficiently and effectively, willingly supports others to fulfill their role, honors hours of work and avails of learning opportunities.
Stewardship	Each person will work to ensure that the cultural and natural heritage of the Park is preserved.

# Mission

During this planning cycle, the Commission considered a prioritized series of initiatives that are designed to improve Park user satisfaction through facility and operational improvements while nurturing partnerships with government, institutional, and community partners. These initiatives are derived from two primary sources, the Pippy Park Master Plan and a thorough facilities and equipment assessment.

The Commission regularly completes assessments of its key assets and identifies the need for repairs and improvements 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 high quality visitor services. These factors help strengthen the public awareness of and appreciation for the Park as a valuable location for urban lifestyle pursuits and environmental protection.



# Commission Goals

The following issues, goals and objectives are identified as priorities.

## ISSUE 1: CAPITAL INVESTMENT IN PARK FACILITIES AND EQUIPMENT

The primary infrastructures of Pippy Park include buildings/structures, roadways, water, sewer and electrical lines, trails, and equipment. The Commission has recognized the need for upgrading the infrastructures of the Park - most of which are nearly 50 years old. 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 consequently higher use. Demand for camp sites continues to be high and visitors to the Campground have expectations for quality service and amenities. Similarly, the Park continues to see stable or increasing use of the Park's assets for outdoor recreational pursuits. These factors highlight the need for reinvestment in the Park so that it may continue to fulfill its mandate as described.

Goal: By March 31, 2020, the C.A. Pippy Park Commission will have implemented a number of prioritized capital infrastructure improvement projects.

Indicators:

- Construction feasibility, specifications, and cost estimations compiled.
- Construction project tendering completed (if required), implementation schedules determined, and construction activity commenced.
- Construction projects monitored and completed.

Objectives:

By March 31, 2018, the C.A. Pippy Park Commission will have completed improvements in at least two to three infrastructure projects.

- The area around the North Bank Lodge redesigned for additional parking
- Storage structure loss to fire rebuilt
- New playground equipment for the North Bank Lodge installed

By March 31, 2019, the C.A. Pippy Park Commission will have completed improvements in in at least two to three infrastructure projects.

By March 31, 2020, the C.A. Pippy Park Commission will have completed improvements in in at least two to three infrastructure projects thus completing its capital investment goal for the 2017-20 business cycle.

## ISSUE 2: IMPROVED SERVICES

The improvement of visitor services and promotional activities is an on-going enterprise of the Commission. Over the past business cycle, the Commission improved signage at significant entry points, updated the website and Campground map, and created a presence on social media. Over the 2017-20 business cycle, the Commission intends to complement previous initiatives by concentrating on specific visitor services projects and partnerships which will increase public utilization, appreciation and knowledge about Pippy Park and its role as one of the largest urban parks in Canada. The continued stewardship of partner relations and openness to new opportunities and partnerships remains one of the primary objectives of the Commission and is supported by the policies that govern the Park.

Goal: By March 31, 2020, the C.A. Pippy Park Commission will have sought new partnerships and initiated and completed visitor services and promotional projects that will result in a greater appreciation, use and awareness among the general public of the Park and its visitor services.



Indicators:

- Signage improvements reviewed and implemented.
- Social media tools utilized to share information about the Park.
- Information about the Park created and shared to support recreational users of the Park.
- New partnerships explored and existing partnerships strengthened

By March 31, 2018, the C.A. Pippy Park Commission will have initiated several projects aimed at increasing visitor service capabilities and general awareness of Pippy Park.

- The Park's 50<sup>th</sup> anniversary is acknowledged and celebrated.
- The Park's Facebook page utilized to share history of the Park and information on the Park's commercial operations.
- The Park's website maintained and updated, as required
- Information about Three Pond Barrens trails and assets shared

By March 31, 2019, the C.A. Pippy Park Commission will have explored new partnerships to enhance the urban park visitor experience.

By March 31, 2020, the C.A. Pippy Park Commission will have completed all planned visitor services and public awareness activities and projects.



