

# **C.A. Pippy Park Corporation**

**Business Plan 2023-26**

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## **Chairperson's Message**

As Chair of the C.A. Pippy Park Commission, I am pleased to present the Business Plan for the fiscal years 2023-26, commencing April 1, 2023, and ending March 31, 2026. This plan is prepared in accordance with the **Transparency and Accountability Act** and takes into account, where possible, the strategic directions of the Government of Newfoundland and Labrador. As Chairperson of the Board, my signature indicates the Board's accountability for the preparation of the report and results reported throughout this document.

This document outlines our key goals and objectives for the next three fiscal years. This new Business Plan outlines a set of core goals for the Commission that are derived from the Commission's Board, Master Plan, existing policies and guidelines pertaining to the Park's management and operations.

On behalf of the C.A. Pippy Park Commission, I would like to extend thanks to the Board for providing thoughtful insight and direction in making decisions. In addition, I would also like to thank our partners, park users and the Provincial Government for their continued support.

Sincerely,



Sean Kelly

Chairperson for the C.A. Pippy Park Commission

# Introduction

Pippy Park is one of the most identifiable natural landscapes in the middle of the province's capital city. The 1,375-hectare land mass that comprises Pippy Park provides space for a diversity of learning institutions, government buildings and open spaces for relaxation and recreation.

This business cycle provides an exciting opportunity for Pippy Park as the recovery from the COVID-19 pandemic continues and many of the activities in Pippy Park have seen substantial growth. The focus of this business plan will be on sustainability and highlighting the importance of what Pippy Park offers to visitors and residents of the province.

# Overview

The C.A. Pippy Park Commission (the PPC) is a Crown corporation established under the laws of the Province of Newfoundland and Labrador. Currently, it reports to the House of Assembly through the Minister of Tourism, Culture, Arts and Recreation. Members of the Board are responsible for the administration of the business affairs of the PPC. The Chairperson assumes responsibility as the official head of the PPC in accordance with Section 8 of the **Pippy Park Commission Act**.

The PPC works closely with a number of institutional, educational, and community service facilities found within the boundaries of the Park, including the Confederation Building Complex, the combined campuses of Memorial University of Newfoundland and Labrador, the College of the North Atlantic, the Marine Institute, the Health Sciences Centre, and the St. John's Arts and Culture Centre. Land use approvals are issued in accordance with the Act and in compliance with the Master Plan, by-laws and related policies.

### **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 sustainable 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 five decades ago.

### **Primary Clients**

The PPC's primary clients are its customers who use its commercial services, such as campers, golfers, and banquet and rental patrons, and its institutional clients to whom it provides grounds maintenance services. The PPC also serves a broader clientele comprised of the public who enjoy the recreational and heritage values of the Park, as well the community service organizations that operate within the Park.

### **Employees**

The PPC has six full-time employees for administration and maintenance of its facilities and grounds. During peak operations, the PPC employs up to 35 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 25 employees to operate the golf operations and the Admirals Green

Clubhouse. Two of these employees are employed full-time, with the remaining employees being seasonal.

### Board of Directors

The PPC Board consists of eight members that report to the Government through the Minister of Tourism, Culture, Arts and Recreation. Members of the Board are appointed in accordance with Section 4 of the **Pippy Park Commission Act**. The Lieutenant-Governor in Council appoints six of the eight members through a merit-based process in accordance with the **Independent Appointments Commission Act**. Two of these must be from the Pippy Park Land Owners Association and the Pippy Family. The remaining two, which are not appointed by the Lieutenant-Governor in Council, include one person appointed from the City of St. John's and one from the Memorial University Board of Regents. Below is a list of Board members as of April 1, 2023:

1. Mr. Sean Kelly, Chairperson
2. Ms. Pam Pippy, Vice-Chairperson and Pippy Family Representative
3. Mr. Brent Meade
4. Mr. Rick Gill
5. Mr. Jerry English, Pippy Park Association of Landowners and Residents Representative
6. Ms. Rayna Luther, Memorial University Representative
7. Ms. Sheilagh O'Leary, City of St. John's Representative
8. Mr. Jason Brown

### Physical Location

Located within the City of St. John's, the Park 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. The area of Pippy Park is approximately 1,375 hectares and is one of the largest urban parks in Canada. To see detailed maps of the park, please visit <https://www.pippypark.com/maps/>

### Budget

The PPC's financial year is from April 1 to March 31 and the annual budget for PPC in 2022-23 was \$3,356,819. The provincial operating grant for 2023-2024 was \$305,400.

### Responsibility Areas

The PPC is responsible for managing a number of areas, which range from the management and regulation of property development; grounds maintenance; operation of the serviced campgrounds; the Pippy Park Golf Courses; and, renting its banquet and meeting room facilities. The PPC generates revenue from the lease and rental of residential and other properties within the Park.

### Horizontal Initiatives

The PPC works closely with a number of Provincial Government Departments on the procurement of goods, land use issues, IT support and ground maintenance at a number Provincial Government facilities.

### 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, protect its inherent heritage values, and conserve and protect its natural habitats and features."

The interpretation of this mandate is further defined through the contents of the PPC's Master Plan, which is reviewed every five years, as dictated by Section 26.1(2) of the **C.A. Pippy Park Commission Act**.

## **Lines of Business**

The PPCs lines of business include:

### **1. Management and Regulation of Property Development**

The PPC 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.

### **2. Grounds Maintenance**

PPC employees perform landscape maintenance for various public buildings contained within the Park boundaries, including the Confederation Building, Arts and Culture Centre, College of the North Atlantic, and the Marine Institute.

### **3. Pippy Park Campground**

The PPC operates a 217-site campground facility nestled in a mature forested area on the north side of Long Pond annually from mid-May to October. The facility offers primarily fully serviced campsites and normally attracts near full occupancy during the summer months.

### **4. Golf Courses**

The PPC, through its wholly owned subsidiary the Pippy Park Golf Course Limited, is responsible for managing and operating the 18-hole Admiral's Green and nine-hole Captain's Hill public golf courses.

### 5. Banquet and Meeting Facilities Rentals

Commercial banquet and meeting room facilities are operated on a fee-for-booking basis by the PPC and 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.

### 6. Property and Building Leasing

The PPC generates revenue from the lease and rental of residential and other properties within the Park.

## **Strategic Issues**

### **Strategic Issue 1: Enhanced Experience for Park Visitors**

The PPC aims to enhance its user experience by providing accessible information on Park activities to the public and undertaking significant work for the overall improvements in the Park infrastructure to service its clients better. The Park has seen an increase in the use of its facilities, from camping and golfing to use of its open spaces and multi-use trail networks. This is an exciting time for Pippy Park as the 2025 Canada Summer Games are being hosted by the City of St. John's for the first time since 1977 and the mountain biking portion of the games will be held in Pippy Park. This will also be an opportunity to display all the Park has to offer and to celebrate the fact that the campground was constructed in 1977 to provide accommodations for the Canada Games.

Within the 2023-26 business cycle, the Commission will provide enhancements to the facilities in the campground, signage, improve the multi-use trail networks and make it easier to find online information about the Park and the services offered.

The PPC will be reporting on the same objective from 2023 to 2026, with improvements shown year after year through its indicators.

### **Goal**

By March 31, 2026, PPC will have implemented a number of initiatives aimed at providing an enhanced visitor experience.

#### **Goal Indicator**

- Supported initiatives to improve overall visitor experiences.
- Improved Park infrastructure as a legacy from the 2025 Canada Summer Games

### Objective 2023-2024

By March 31, 2023, the C.A. Pippy Park Commission will have completed improvements toward overall visitor experiences.

#### Indicators

- Enhanced the PPC's social media and online presence in an effort to better communicate with its clients and make available the option for online campsite reservations.
- Acquired new software for the campground to allow the ability to make online reservations.
- Additional use of social media to attract users to the Campground.
- Worked towards improving the multi-use trail systems to enhance the user experience.
- Upgraded the infrastructure and facilities to provide improved service and amenities.
- Improved signage to easily navigate the Parks and its amenities; and provide easy to understand directions for visitors.

### Objective 2024-2025

By March 31, 2025, the C.A. Pippy Park Commission will have completed improvements toward overall visitor experiences.

### Objective 2025-2026

By March 31, 2026, the C.A. Pippy Park Commission will have completed improvements toward overall visitor experiences.

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