

Annual Report 2013-14

The Manuels River experience



Manuels River Natural Heritage Society, Inc.



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WHO WE ARE

The Manuels River Natural Heritage Society Inc. is a Canadian registered charitable organization located in Conception Bay South, Newfoundland and Labrador.

The Manuels River Natural Heritage Society (MRNHS) oversees operation of the Manuels River Hibernia Interpretation Centre and the Manuels River Trail System which, together with our education and interpretative programming as well as our café, gift store and venue rental create the Manuels River *experience*.

Our mission

Educate the public and preserve the natural environment of Manuels River.

The Manuels River experience

The Manuels River experience combines nature and science into an experience that is fun for all ages. Exhibits, guides trail tours, kids programs, parties, weddings, and more!

Board of Directors

Chairperson

Nancy Bennett

Vice - Chairperson

Donald Sword

Treasurer

Doug Russell

Secretary

Sandra Baggs

Directors

Cynthia Brown

Andrea Gosse

Jennifer Lake *Ex Officio - Town of CBS*

Jan Spracklin

Mike Siscoe

Pat Sword

Katie Tobin

Dave Works

Elizabeth Young

Michael Mooney *Centre Manager*

MESSAGE FROM THE CHAIRPERSON

We've had a very successful year. We have a great staff and wonderful board. It's been a privilege to serve as Chair. We've fully implemented a committee and subcommittee structure. Committees welcome and depend on members who are not board members.

Introduction of committee chairs to stand and be recognized:

- Operations, Mike Siscoe, Chair.
And under Operations:
 - Finance Subcommittee, Doug Russell, Chair
 - Building and Property Subcommittee, Derek Brown, Chair
 - Human Resources Subcommittee, Leanne Scoville, Chair
- Marketing & Communications, Nancy Bennett and Don Sword, have both been Chairs
- Special Events, Andrea Gosse, Chair
- Trails System, Jan Spracklin, Chair
- Visitor Experience & Gift Shop, Pat Sword, Chair
- Education & Exhibits, Jeremy Hall, Chair

We also are looking at other possible committee or subcommittees such as someone with experience to archive boxes of newspaper clippings and other memorabilia that's been accumulating since the founding of the Society in 1989. We would also like to establish a volunteer group to help out with many of the Centre's activities.

If anyone here today would be interested in becoming a committee member or volunteer, please let me know after the meeting.

Brief synopsis of committee and board accomplishments. Where we were; to where we are; to where we're going:

- Successful completion of the first full fiscal year of operations at MRHIC.
- The Marketing & Communications Committee has published the monthly River Talk column in the Shoreline to keep people informed about what's happening. The Shoreline has been a strategic partner our communications efforts. We also send a monthly update to our members and put out press releases and events information to area newspapers, radio and television and have gotten good coverage in the Telegram and on NTV, CBC radio and television, and VOCM. I would ask you to join me in applauding their achievements.
- Put in place a winning team for the Centre - New Centre Manager, MAT leave replacement for Education Manager, new Office Administrator & Gift Shop Manager, Events Manager, Custodian, Accountant, and 2 Interpretive Staffers. Created 7 full time, plus jobs for 15 to 25 part time, casual and seasonal staff. Budgeted approximately \$450,000 in salaries for FY 2014-15.
- We are providing an excellent education program to schools and area families. Our Centre Manager will talk about this in his report today.
- Welcomed Coffee Matters Express as our very popular café operator.
- Demolished and removed the old Chalet and provided extended parking. Demolished and removed the house next door to the Centre which may

provide additional parking when funds are available. The Building and Property subcommittee is supervising minor repairs under our building warranty and working to keep the building running well. Special thanks to Chair Derek Brown for his success in getting \$100,000 from the province's Green Fund to help pay for the monies we expended to reduce greenhouse gas emissions.

- Gallagher Walk, named for former Chair Gary Gallagher, opened in the fall with a wheelchair accessible route from the Centre to the river and a lovely granite bench and turtle sculpture provided by the Gallagher family.
- The Trails Committee is working on issues of land ownership, repairing major bridge and boardwalk issues, and organized a volunteer work party that cleared out the wooded area behind the Centre. The Committee is working with government to get funding for a Trail System Masterplan that will help guide future trail development, maintenance, and signage.
- Special Events organized a successful Bobber Race & Carnival, Giv'er on the River fun race and Gala Dinner and Auction held on October 4th. Also Centre events including the New Year's ball, Mothers Day and Father's Day events, themed arts and culture days and Halloween Haunted Hikes. 2015 will be the 25th Anniversary of the Bobber Race!
- The Visitor Experience & Gift Shop Committee increased Gift Store sales and the Gift Store provides a wonderful source of gifts for both adults and children. They will again hold an

anniversary party for the opening of the Centre as a birthday party for the Centre's mascot, Doxi the trilobite.

- We had a financially successful year— with a continued positive outlook for FY 2014-15
- The Board implemented sound financial management, hired an accountant, instituted new internal financial controls and policies, and implemented a third party payroll provider.
- We strengthened Board governance and committee structure, updated Articles and By-Laws ready to be approved. Made good progress on a comprehensive policies and procedures manual.
- Our Nominating Committee has recruited five experienced and talented new board members for election to the board to reach the full complement of 16 members.
- We have a Strategic Planning Session scheduled for Feb 8th to plan for the next 5 years of programming, trail development and expansion.
- Thank you to the Town of Conception Bay South for their continuing support and the involvement of the Town's representative, Jennifer Lake, on our board, operating committee, and marketing committee.
- Thanks also to Hibernia for sponsoring our education programming and to Nalcor Energy for sponsoring our camp programs. And thanks to all the donors and volunteers who worked to make this Centre a reality and continue its work. And to you, our members. Thanks for your support.

REPORT FROM THE CENTRE MANAGER

Our first full year of operations was an active and successful year. Utilizing the many resources at the Manuels River Hibernia Interpretation Centre and our extensive trail system providing access to the wonders of the Manuels River valley, our dedicated, hardworking, enthusiastic staff provided many quality and memorable Manuels River experiences for our visitors and clients. Throughout the year, our visitors and clients were excited and impressed with our offerings, and we look forward to growing and improving operations in the coming year.

Education and Interpretative Programming

Last year was an exciting year for education programming with the Hibernia Management and Development Company Ltd. (HMDC) donating \$840,000 toward the creation and delivery of curriculum-aligned programming targeted at local schools over a four year period. Programs were developed and delivered for Grades 3, 4, 7 and 8. The number of school visits has increased dramatically with 2 visits in the first Fall/Winter. In Spring 2014, there were 15 visits and 25 in Fall 2014.

Our 2014 Summer Camp, made possible by a generous contribution from Nalcor Energy of \$100,000 over four years, was offered for eight weeks in July and August. Camps were offered for ages 6 to 8 and 9 to 11, with 80% of the spaces filled. Each day of camp features a different theme and participants spend time both outside and inside learning about geology, biology, nature, and chemistry. In addition we offered 5 days of Christmas Camp and 5 days of Easter Camp.

The Young Scientist program continued four times each month (every second Friday and Saturday), with new themes each session such as Plants of Manuels River, Fossils, Worms and Ants, and Animals Habitats. The Young Scientist program is popular among our members and we expect to reach more new families in the coming year.

Our Scouts and Guides programming also saw a successful year. Groups can come to visit the centre for Wacky Science programs, do scavenger hunts, or work on specific badges with us. In Spring 2014, we hosted 5 events, with 7 in Fall 2014. Scout and Guide groups also take part in our new sleepovers. We had 6 in the last year with demand for these increasing. These sleepovers revolve around four themes: The Natural World, Water, Wacky Science, or Rocks and Fossils.

We also provide programming for groups such as outside camps who visit in the summer. This past year we had 19 group visits with exhibit and trail interpretation and also offered 7 programmed events for visiting children's groups.

Weekend children's birthday parties at the Centre are very popular. Parents can choose from six different themes and interpreters guide the children through activities, science experiments, and games, depending on the topic. 68 children's parties were held at the Centre this past year.

The Education Department also provides public programming with an emphasis on families. Our programming includes Family Fun Days and special public interpretation days such as geocaching adventures days, Bobber Day, and Doxi's Birthday. In total, the Centre had 65 public programming offerings during the year.

Centre Admissions and Gift Shop

In 2013-2014, we had 5609 paid admissions to our exhibit space. With admission, visitors can avail of a guided river tour and viewing of movies in the theatre. Summer guided hikes are popular, especially with out-of-town visitors. This year we will begin to promote to the summer bus tour market which should have a positive impact on the number of admissions. The installation of a stream table in the exhibit area is also expected to increase interest in visiting our exhibits.

The gift shop also saw a year of growth with sales tripling from 2013 to 2014.

Responsibility for Gift Shop operations moved from the Education Manager to Office Administrator during the year and much of the success in growing revenue was a result of strategic buying and effective merchandising.

Venue Rental

Last year was also an active year for venue rentals at the Manuels River Hibernia Interpretation Centre with a total of 128 rentals. Venue rentals make the Centre available to all community members and are an integral component of Centre fiscal sustainability.

The Centre has quickly become a premier wedding facility in the area with 31 couples holding their ceremony and/or reception at the Centre.

The Centre also provided meeting space for 40 corporate events such as meetings and seminars, and 23 non-profit events. An additional 15 private events such as adult birthday parties and bridal showers were also held at the Centre.

Manuels River Trail System

The trail system is an integral part of operations and programming at the Manuels River Hibernia Interpretation Centre. Our trails provide access to the river valley wonders for our education and interpretative programming. They are also a valuable community resource and regularly used by locals for walking and running.

Trail usage counts in July showed an average morning count of 40 and an average afternoon count of 102, for overall daily use at 78. Trail counters were installed during the fall with an average count of 53 users per day.

The year saw great progress in developing trail segments for our less mobile visitors with the construction of the Gallagher Walk from the Centre to the river, and the clearing of a wheelchair accessible trail on the upstream, Southside of the river starting at the end of the Gallagher Walk. Work on this new trail segment was accomplished with Job Creation Partnership (JCP) funding.

Coffee Matters

Coffee Matters opened for business in the Centre in February 2014. The café has quickly become a focal point in the community, gaining a reputation for quality food and excellent customer service.

In addition to attracting a loyal and growing customer base within CBS, Coffee Matters has also attracted many from outside the community with offerings such as Lunch on the Rocks this past summer. The Centre looks forward to working with Coffee Matters this coming year to package and promote a day excursion in CBS, starting with a tour of the Centre and river, followed by Lunch of the Rocks and an Ocean Quest

cultural boat tour of Conception Bay.

The Manuels River *experience*

While the tremendous resources available at Manuels River Hibernia Interpretation Centre and along the Manuels River Trail System are the basic building blocks for a wonderful experience, it is the people component – our staff, board and community volunteers – that make the Manuels River *experience* special. Throughout the year we hosted many “happy campers” in our holiday camps, grateful brides and grooms who celebrated their special wedding day with us, and impressed out-of-town river and trail explorers. It is the passion of our dedicated Board of Directors and Subcommittee members, the energy of our hardworking staff, and the valued contribution of our other volunteers and our donors that provided for a successful year, and created the momentum to move into another year of growth, education and enjoyment as part of the Manuels River *experience*.

CENTRE ACTIVITY SUMMARY

The table below gives the number of education and interpretative programming offerings for the year, broken down by month.

	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	TOTAL
Birthday Parties	2	2	2	7	2	6	7	10	7	7	6	10	68
Camp Days (Internal)		3	2			5			20	20			50
Group Event										5	1	1	7
Group Visit	3				1	1	2	2	5	5	3		19
Guides/Scouts					1	1	1	3			1	6	12
School program days	1		1			4	4	11			1	17	35
Sleepovers	2				1		2	1					6
Public program days			4	5	5	6	5	6	6	5	9	14	65
TOTAL	8	5	9	12	8	19	19	33	38	42	21	48	262

Guides/Scouts	does not include sleepovers
Group Event	Special activity (with room rental) - e.g. corporate kids' parties with interpretation, geocaching events
Group Visit	Exhibit tour, guided hike
Sleepovers	To date, all have been guiding/scouting groups
Public programs	Includes Young Scientist, Family Fun Days, special public interpretation days -back to school fun day, halloween fun day, mother's day, etc.

The pie chart below shows the breakdown of each education and interpretative programming category as a percentage of overall programming.

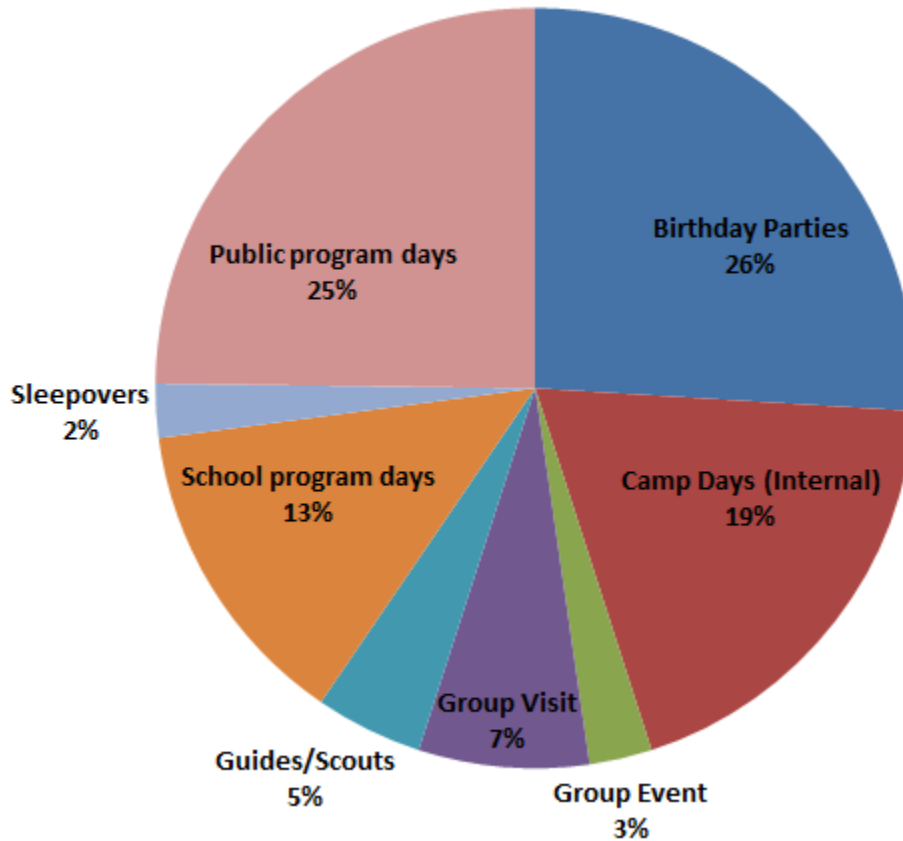


Chart 1. Breakdown of Education and Interpretative Programming by Percentage of Total Number of Offerings

The table below gives the number of venue rentals the year, broken down by month.

Admissions and Gift Shop Sales													
Manuels River Hibernia Interpretation Centre													
November 2013 - October 2014													
	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	TOTAL
Admissions													
Youth Group	471	206	0	18	0	21	126	237	459	51	112	587	2288
Adult	70	22	18	52	116	97	95	122	242	223	117	109	1283
Youth	22	5	7	12	45	32	58	45	102	90	47	75	540
Senior	16	0	3	4	15	14	42	58	92	99	42	18	403
Under 5	6	2	2	6	21	16	31	37	73	54	30	19	297
Adult Group	20	3	0	0	0	0	33	16	73	95	52	0	292
Family	1	1	2	4	10	8	16	11	64	65	13	17	212
\$2 Off	101	4	0	6	2	3	7	5	18	32	9	11	198
Student	7	3	6	6	3	7	6	7	18	18	2	13	96
Total Admissions	714	246	38	108	212	198	414	538	1141	727	424	849	5609
Gift Shop customers	124	93	32	91	109	148	184	197	383	338	158	158	2015
Gift Shop sales (\$)	2060	1932	663	1281	1426	2004	2747	2818	6524	6284	3105	3102	33,944

The pie chart below shows the breakdown of admissions for each visitor category as a percentage of total admissions.

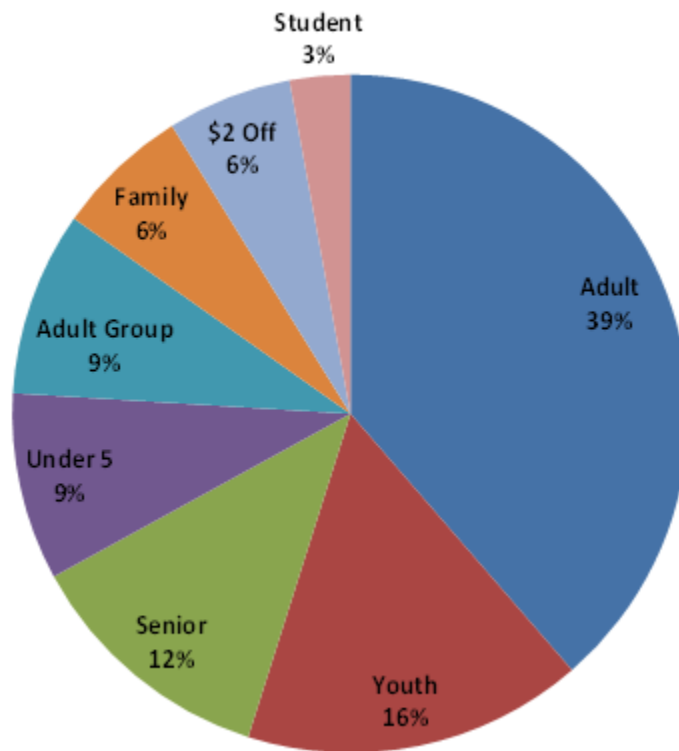


Chart 2. Breakdown of Admission Visitor Category by Percentage of Total Admissions

The table below gives the number of venue rentals by category for the year, broken down by month.

Venue Rental Activity
Manuels River Hibernia Interpretation Centre
November 2013 - October 2014

	Corporate	Non-Profit	Private Event	Wedding	Town	Christmas Party	TOTAL
Nov	2	5	1	1	3		12
Dec	2	1	1	2	1	4	11
Jan	6						6
Feb	5	3			2		10
Mar			1	1			2
Apr	2	2	1	4	4		13
May	1	1	2	2			6
Jun	4	2	2	3			11
Jul	2	1	2	4			9
Aug	1	1	2	8			12
Sep	9	2	1	4			16
Oct	6	5	2	2	5		20
TOTAL	40	23	15	31	15	4	128

The pie chart below shows the breakdown of venue rental categories as a percentage of the total number of rentals.

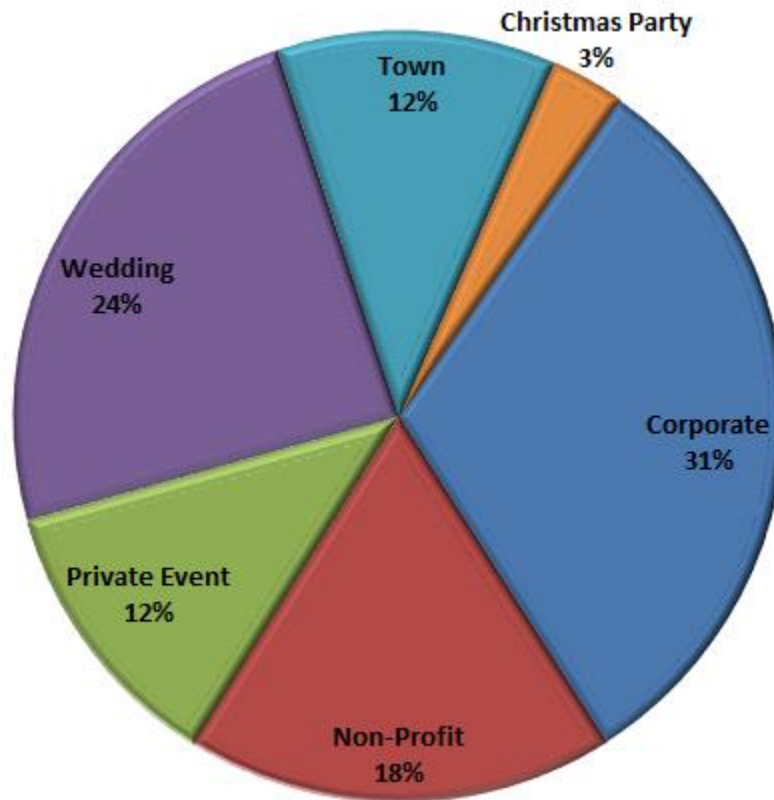


Chart 3. Breakdown of Venue Rental Categories by Percentage of Total Number of Rentals

EDUCATION & EXHIBITS COMMITTEE REPORT

Our first full year of operations saw a very active time at the Manuels River Hibernia Interpretation Centre.

Educational activities

- Curriculum-related programs for schools: Hibernia Management and Development Company Ltd. (HMDC) has donated \$840,000 toward the creation and delivery of curriculum-aligned programming over four years. Programs were developed and delivered for Grade 3 (Exploring Soils), Grade 4 (Rocks, Minerals, and Erosion), 7 (Interactions within Ecosystems) and Grade 8 (Water Quality). In Fall/Winter 2013 we had 2 school visits. This increased to 15 in Spring 2014, and finished with 18 days with school visits in Fall 2014. Schools attended from CBS, Mount Pearl, St. John's, and Portugal Cove-St. Phillip's. Our current offering of classes to French immersion students is unique in the area. In the coming year we hope to develop a high school Earth Sciences program as well.
- Camps: Our 2014 Summer Camp, made possible by the generous contribution of Nalcor Energy, was offered for eight weeks in July and August. Camps were offered for ages 6 to 8 and 9 to 11, with 70% of the 9 to 11 and 88% of the 6 to 8 spots filled, for an overall average of 79% of the spots filled. Each day of camp features a different theme and participants spend time both outside and inside learning about geology, biology, nature, and chemistry. In addition we offered 5 days of Christmas Camp in 2013 and 5 days of Easter Camp (43 participants). Camps generated \$12 822.71 during the fiscal year.
- The *Young Scientist* program: Continued four times each month (every second Friday and Saturday), with new themes each session such as Plants of Manuels River, Fossils, Worms and Ants, and Animal Habitats. The majority of attendance at these sessions is current members, although we will be trying to reach more new families in the coming year.
- Our *Scouts and Guides* programming: Saw a successful year. Groups can come to visit the Centre for Wacky Science programs, do scavenger hunts, or work on specific badges with us. In Spring 2014, we hosted 5 events with 7 in Fall 2014. Scout and Guide groups also take part in our new sleepovers. We had 6 in the last year with demand for these increasing. These sleepovers revolve around four themes: The Natural World, Water, Wacky Science, or Rocks and Fossils.
- Programming for *other groups* such as outside camps who visit in the summer: This past year we had 19 group visits with exhibit and trail

interpretation and also offered 7 programmed events for visiting children's groups.

- Weekend *children's birthday parties* at the Centre: These are very popular. Parents can choose from 6 different themes and interpreters guide the children through activities, science experiments, and games, depending on the topic. 68 children's parties were held at the Centre this past fiscal year, generating \$10 163.88 in revenue.
- The Education Department provides *public programming* with an emphasis on families: Our programming includes Family Fun Days such as Flurries of Fun winter activity days, a holiday scavenger hunt, and special public interpretation days such as geocaching adventures days, Bobber Day, Teen Night, and Doxi's Birthday. In total, the Centre had 65 public programming offerings during the year. In addition, committee member, Sharon Deemer, organised a successful poetry reading evening featuring guest Don McKay.

Exhibits

- Some modest adjustments to the exhibits have been completed, to make some of them more robust and others a bit more user friendly. Only minor maintenance has been required in the current year, but we anticipate greater expenditures on maintenance in future years. Our

major venture in the present year is the procurement, installation and inclusion in interpretation of a stream table (to be delivered and assembled in Feb. 2015), enabling us to demonstrate how running water erodes, transports and deposits sediment. It will enable us to show directly how one of the fundamental geological processes works, and will become integral to some of the school classes while enabling us to demonstrate it to the general visitor.

- As well as adding this new exhibit, the Committee will be busy in behind-the-scenes efforts to fully archive our collections and to update our exhibit operating and maintenance manuals and procedures.

Staffing

During the summer of 2014, our Education Manager (Shannon Harding) took maternity leave to be replaced *pro tempore* by Laura King. Also our two Senior Interpreters (Dan Ficken and Cassandra Tycholiz) left to further their careers elsewhere, to be replaced by Eleanor Power and Sara Richards. That our activities continued through these changes with uninterrupted momentum is testimony to the ability, commitment and enthusiasm of Laura, Eleanor and Sara, together with our part-time interpreters. Well done!

OPERATIONS COMMITTEE: BUILDING & PROPERTY SUBCOMMITTEE REPORT

Activities relevant to building and properties for the year include the following:

- **Chalet:** The old Chalet which was the base of operations for the Society for many years has now been demolished and the site remediated to extend available parking space on that portion of the property.
- **#9 CBS Highway:** The property at 9 Conception Bay South Highway, has been acquired for the Society by the Town of Conception Bay South. The Society has had the house and accessory buildings removed in preparation for further development. This development is now planned to be extended parking for the facility, which is estimated to cost in excess of \$150,000. Until funding is allocated for this expansion, a portion of this property is being examined for development of unpaved parking for staff to provide some relief in the main parking areas.
- **Building Warranty:** On July 2nd 2014 an inspection of the building and surrounding site was conducted with our building consultants, Stantec Consulting Ltd. prior to the expiration of the 12 month warranty period stipulated in the construction contract for the building. A list was compiled and circulated to the Contractor. Many of the items are ongoing with more follow-up required .
- **Mandate:** A committee mandate has been developed and approved by the Board. Many of the items identified in the mandate remain to be implemented. Priority items on this list include having in place service and maintenance contracts for:
 - Heating and air conditioning systems,
 - Elevator and
 - Fire protection systems
- **Green Funding:** An application was made in 2012 to the Provincial Department of Energy and Conservation under their Green Fund initiative. This initiative will provide funding up to 50% of the cost of capital improvements to reduce greenhouse gas emissions. We have been approved to receive \$100,000 from this fund as the result capital costs slightly in excess of \$200,000 which were part of the original construction costs of the building. There are stipulations to be met, before funding is released which will be addressed in the coming weeks.
- **Site Sign:** A digital sign for the building has been installed at the main entrance/exit for the building. An illuminated panel above the digital panel has yet to be connected, but the services of the electrical subcontractor for the building has been let.

The Building and Properties Subcommittee is looking forward to a productive coming year to move towards fulfilling the mandate.

OPERATIONS COMMITTEE: HUMAN RESOURCES SUBCOMMITTEE REPORT

The HR Subcommittee has had an active year and is ramping up for another. A major project of the HR Subcommittee this past year was to develop the subcommittee mandate and lay the ground rules for the committee's responsibilities in relation to the Board of Directors and the Centre Manager. The work of the subcommittee is driven by needs identified by the Centre Manager and all work is done in close collaboration with the Centre Manager and in some cases the role of the committee is to provide advice and guidance on HR issues rather than manage them directly.

The second focus of the work this past year has been to coordinate staffing processes for any management level positions in the Centre. Over the year, the subcommittee facilitated the staffing process for the positions of Centre Manager and Education Manager (replacement) and provided support and guidance for the hiring of other positions. In addition to this work, the subcommittee had worked closely with Michael Mooney, Centre Manager to develop an organizational structure for the Centre that clarifies responsibilities and decision making roles within the staff complement. This structure will serve to drive the content of work descriptions for all staff.

The development of these new work descriptions is one of the three priorities for the HR subcommittee in the coming year.

The other priorities include the development of standardized employment contracts, and the preparation of policies and procedures that will provide consistency and framework for HR related activities. These should include policies and procedures on hiring, staff relations, leave and benefits, compensation, and Occupational Health and Safety. The current Chair of the HR Subcommittee is Christina Samson, and the committee consists of 8 members, three of whom are current HR practitioners and others who have been intimately involved in the Manuels River Natural Heritage Society, all of whom bring a wide variety of HR experience and abilities to the subcommittee.

OPERATIONS COMMITTEE: FINANCE SUBCOMMITTEE REPORT

Accomplishments of the past fiscal year:

- Up to date and accurate accounting records using a software accounting package.
- Monthly Financial Statement preparation and reporting to the MRNHS Board.
- Researched and engaged a payroll preparation firm that has professionalized our payroll practices including provincial and federal government filing requirements.
- Identified and are pursuing an HST recalculation that may result in a sizeable refund.
- Implemented modern banking procedures such as online banking and computer generated cheque preparation.
- Implemented financial and internal accounting controls including but not limited to various key policies consisting, as examples: adoption of a purchase order system, purchasing guidelines, credit card guidelines.
- Implemented banking controls.
- Developed both a fiscal year 2015 Capital and Operations Budget.
- Managed our Capital Loan with respect to loan renewal and prepayment to reduce the Centre's \$900,000 building loan to \$600,000. We are on track to fully retire the

debt by July 2017 with the continued support of our Private and Corporate Capital Pledges.

- Most importantly in all of the above was the hiring of a part time accountant in person of John Berniquez who through his expertise and generous giving of much extra time was essentially a full time accountant in 2014. He was key to getting the accounting records and financial reporting up to date. We owe him a huge debt of gratitude.

Goals for 2014-2015 fiscal year:

- Monthly comparative year over year Income Statements reported to the board, both on a current month and year to date basis.
- Breaking down the Income Statement by profit centre: being able to show a net profit or loss picture to the board each month by each key revenue generating area of Centre. We see this information as key in assisting the Board to focus on opportunities that will make the Centre viable.
- Compare Operations Income Statements quarterly against Budget.
- We hope, in 2015, John Berniquez will be able to truly transition to a part time status.

MARKETING & COMMUNICATIONS COMMITTEE REPORT

The mandate of this Committee is to support all marketing, promotion and communications objectives and needs of the MRHIC and the MRNHS, including its various committees.

The Committee worked on developing a number of the basic marketing and communications tools and materials necessary to support the identified needs such as brochures and signage. This included support for staff attendance at trade shows and supporting electronic, print and social media, advertising and promotion.

Highlights of the year 2014 included the return of monthly River Talk columns in the Shoreline (also circulated to members and an emailing list), good media coverage for the AGM held in January, the Bobber Race in July, the opening of the Gallagher Walk in November, as well as local television and radio coverage of our educational, science and community programming. And in January, NTV did a story on our new Babies at Manuels program. Another welcome edition was the installation of the new electronic Street sign and the development of a strategy to maximize its effectiveness.

We anticipate a busy 2015. The Committee looks forward to hiring a full time staff person responsible for marketing and communications. As well, the Committee

looks forward to the upcoming strategic planning session as a first step in developing a professional marketing strategy and plan. The Committee believes that during 2015, the Society needs to examine and make decisions around branding. The Committee has a small budget this year for improved exterior signage. Some of that spending may be delayed pending branding decisions. In the meantime, the Committee is focusing its efforts on supporting areas that have the greatest growth potential – for example, corporate meetings and tourism, rather than weddings where we are already almost fully booked.

SPECIAL EVENTS COMMITTEE REPORT

The Special Events Committee had a very busy year.

- We started the year's events in July with the Annual 'Watch Your Bobber Race'. This year our event included a "Bobber Race Carnival" on the grounds of the Centre. It was a fun filled family day!
- The Bobbers were barely out of the water when the committee started planning the Annual Gala for October. It was a sold out evening with a beautiful three-course meal, beverages, auctions and raffles and the evening closed out with dancing to the live music of Phantom Fore. A wonderful evening was had by all and another successful event!
- Our final major event for the year was the Community Fun Run, "Giv'er on the River." There were almost 300 registrants of all ages! The purpose of the fun run is to raise money through pledges to be used to maintain and expand our beautiful trails along the river. Frank Roberts Junior High School raised the most money of the school challenge and won the pizza party! It was an amazing day and truly a community celebration of our trails.

Plans for fiscal year 2014-15

- 2015 marks a special celebration for the Manuels River as it will be the **25th Anniversary of the "Watch Your Bobber Race!"** The Special Events Committee is excited to build on this event and make it the most successful Bobber Race yet.
- The Giv'er on the River Fun Run is set to go in October. Presentations will be done in the schools in the fall to bring awareness and attention to the river and trails and build excitement for our youth to get involved.
- November 7th will round out the year with our Annual Fall Gala! Watch for tickets to go on sale as they will sell quickly.

So mark your calendars for our Special Events and watch our website and Facebook as every month something is happening at Manuels River. The Special Events Committee is a volunteer committee of people of all ages from our community and we're always looking for help with our functions. If you are interested in any of our events and have some time to spare, call the Centre! We'd love to talk to you.

TRAILS COMMITTEE REPORT

One of the main issues that the committee has been addressing is land ownership. Where does our trail cross private or crown land? A GPS was used to map the trail and then it was superimposed on a town map. There were still issues with this method and so it was decided to hire Geo-Matics Services. Their report, which should be ready in late January, will include a land ownership map of all the land adjoining the river. It will cover both sides of the river from the ocean to the bypass road. We have also applied to the Provincial Government for a License to Occupy any Crown Lands that our trail goes over.

In consultation with the Grand Concourse Authority, a summary of trail sections was composed and then costs were determined to improve these sections. As well, costs were determined for several new trail sections. This information then formed the basis of a proposal that was communicated to Hibernia Management and Development Co. Unfortunately, they were not in a position to fund the trail work at this time and suggested we try back in late 2015, which we will do.

The committee initiated some improvements to the trail system by: hiring a carpenter to repair major bridge and boardwalk issues; organizing a work party to clear out the wooded area below the Centre; repairing and replacing broken audio tour markers; installing a granite bench and turtle; and naming a new trail section – the Gallagher Walk.

We hired 2 workers under a Job Creation Partnership and they were able to cut a new accessible trail below the Centre to

join into the T’Railway. They also did general maintenance and erected signage for the protection of the fossil sites.

We have been working with ACOA and IBRD to obtain funding for a Trail System Masterplan that will give us overall direction for trail upgrading and development, maintenance, and signage.

A major disappointment for the committee was the loss of Igor money which had been promised after our trails were damaged by the hurricane in 2010. After monitoring and giving input to this process for 4 years, it was determined in the end that we did not meet the criteria.

In 2015, we hope to obtain funding to complete the accessible trail that was cut last year. We will review the report from Geo-Matic Services and proceed to obtain easements or ownership of land as the report advises. Once this is completed, we will apply to be included under the Pedestrian Trails Liability Act.

We should get our License to Occupy from Crown Lands and will review that and see if we should apply for further sections. Once the Master Plan has been completed, we will seek funding to carry out the trail work.

VISITOR EXPERIENCE & GIFT SHOP COMMITTEE REPORT

The year 2013-14 has been a year of learning and growth for the Visitor Experience and Gift Store Committee. The gift store was under the watch of our education manager Shannon Harding until April 2014 when Jillian Ennis was hired as the Office Administrator. The operation of the gift store was now included in Jillian's duties. While Shannon successfully tackled the daunting job of setting up and maintaining the gift store, her hands were already full with her other duties.

Jillian bounded into the gift store with energy and ideas. Through calculated buying and effective merchandising, Jillian's dedication resulted in the tripling of gift store sales from \$12,664 in 2013 to \$37,130 in 2014.

Recognizing the lack of gift store staff and training information available to employees, the VEGS Committee contributed much information toward the front desk/gift store section of the MRHIC Operations Manual and recommended the WorldHost tourism customer service training for the staff that was completed in May.

Successful visitor experience endeavors included a well-attended birthday party for our trilobite mascot, Doxi on the first anniversary of the opening of the building; a profitable and exciting book signing for our trilobite exhibit benefactor, Dr. Riccardo Levi-Setti and strong sales for the Sweet Surprise Savings Day held in December. The gift store revenue and

visitor count for December 2014 was more than doubled over December 2013.

When the gift store summer staff completed their term, the front desk and store was still busy enough through the fall season to require someone other than Jillian to carry out the necessary tasks. Too busy for Interpretation staff only, VEGS Committee members volunteered to assume the duties of the summer staff.

Due to the confusion at the front desk when greeting our guests, in 2015 we will separate the admissions and gift store areas. While not as important in our slower months, it is imperative that our guests be greeted in a friendly, beneficial and efficient manner as their numbers increase. The inside entrance of the building will be modified to this end.

This year we will also concentrate on increasing our sales to older males. Monthly sales with product spotlights, a 'spring cleaning' sale in May and the annual Sweet Surprise Savings event in December will increase sales in the gift store in 2015. Doxi's birthday celebrations this year will see the usual cake, movies and science experiments along with the addition of a contest involving Doxi herself. There will also be ongoing customer service training and product selection shows and seminars to attend.

The VEGS Committee looks forward to participating in the discussions regarding the potential rebranding of MRHIC.

STAFF AND VOLUNTEERS

Administrative & Support Staff

Michael Mooney - Centre Manager
 *Keith Moore - Operations Manager
 Jillian Ennis - Office Administrator
 *Chaz Andrews - Office Administrator
 John Berniquez - Accountant *Part Time*

Education Staff

Laura King - Education Manager
 Shannon Harding - Education Manager *MAT Leave*
 Eleanor Power - Lead Interpreter
 Sara Richards - Lead Interpreter
 *Cassandra Tycholiz - Lead Interpreter
 *Dan Ficken - Lead Interpreter
 Sidney Green - Interp/Front Desk *Part Time*
 Rachel Smith - Interp/Front Desk *Part Time*
 Sydney Boychuk *Part Time*
 Laura Cadigan *Part Time*
 Emily Gorner *Part Time*
 Ashley Parsons *Part Time*
 Evan Slaney *Part Time*
 Emily Wells *Part Time*
 *Nathaniel Noel *Part Time*
 *Isabelle Miller - Front Desk *Summer Staff*
 *Meaghan Miller - Front Desk *Summer Staff*

Custodial Staff

Trevor Newman – Head Custodian
 Chris MacEachren – Part Time Cleaner

Event Staff

Charmaine Snow - Event Manager
 *Dana Farrell - Event Manager
 Tiffany Randell *Part Time*
 Melissa Scott *Part Time*
 Justin Smith *Part Time*
 Jacqueline Butler *Part Time*
 Daniel Rees *Part Time*
 Chris MacEachren *Part Time*
 Christina Peddle *Part Time*
 Ashley Eason *Part Time*
 *Samantha Sheppard *Part Time*
 *Nyissa Walsh *Part Time*

Students/Interns

Casey Crane - Academy Canada
 Samantha Rideout - Academy Canada
 Emily Slade - YMCA
 *Tiffany Randell - CCNL

Volunteers

*Samantha Lake - Front Desk, 2 days/wk, currently on maternity leave
 Flo Murphy - Front Desk, one morning/wk
 * Aaron Morgan - Interpretation, afternoons
 Tracy Spracklin - Front Desk, 3 mornings/wk

* An asterisks indicates a staff member who left the organization during the year, or a summer student who did not continue with us after the summer.

COMMITTEE MEMBERS

Operations

Mike Siscoe, *Chair*

Finance

Doug Russell, *Chair*

Nancy Bennett

Don Sword

Dave Works

Human Resources

Christina Samson, *Chair*

Catherine Penton

Minette Rose

Leanne Scoville

Building and Property

Derek Brown, *Chair*

Education and Exhibits

Jeremy Hall, *Chair*

Cynthia Brown

Sharon Deemer

Pat Sword

Marketing and Communications

Don Sword *Chair*

Nancy Bennett

Jennifer Lake *Town of CBS*

Special Events

Andrea Gosse, *Chair*

Paige Austin

Nancy Bennett

Sandra Baggs

Gail Butler

Janna Cleary

Cyndi Corbett-Dawe

Liz Davis

Gord Farrell

Michelle Hawco

Shelley Moores

Kirsten Schibler

John Smith

Jan Spracklin

Don Sword

Pat Sword

Trails

Jan Spracklin, *Chair*

Sandra Baggs

Jeremy Hall

Andy Hennebury

Krista Perry *Town of CBS*

Rick Spracklin

Visitor Experience and Gift Shop (VEGS)

Pat Sword, *Chair*

Cynthia Brown

Elizabeth Young

APPENDIX 1 INDEPENDENT AUDITOR'S REPORT

WPC**WILLIAM P. COLLINS****CHARTERED ACCOUNTANT**

14 Greenfields Place
Paradise, NL, A1L 1Z9
Tel: 709-781-2110
Fax: 709-781-2047
E-mail: w.collins@nfsymptaco.ca

INDEPENDENT AUDITOR'S REPORT

To: The Board of Directors of the Manuels River Natural Heritage Society Inc.

I have audited the accompanying financial statements of the Manuels River Natural Heritage Society Inc. which comprise of the statement of financial position as at October 31, 2014 and the statements of operations and net 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 Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of 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 financial statements based on my audit. Except as explained in the following paragraph, 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 financial statements are free of material misstatement.

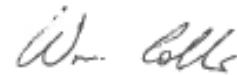
The organization derives revenue from the general public and fund-raising activities, the completeness of which is not susceptible to complete audit verification. Accordingly, my verification of this revenue was limited to accounting for the amounts recorded in the records of the organization and I was not able to determine whether any adjustments might be necessary to income, excess of expenses over income, assets and net assets.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of risks of material misstatement of the 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 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 financial statements.

Opinion

In my opinion, except for the effects of adjustments, if any, which I might have determined to be necessary had I been able to satisfy myself concerning the completeness of the revenue referred to in the preceding paragraph, these financial statements presents fairly, in all material respects, the financial position of the organization as at October 31, 2014 and its financial performance and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Paradise, Newfoundland
January 20, 2015



William P. Collins
Chartered Accountant

Manuels River Natural Heritage Society Inc.

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**STATEMENT OF FINANCIAL POSITION
October 31, 2014**

	2014	2013
ASSETS		
Current assets		
Bank accounts (note 3)	\$ 969,011	\$ 1,026,166
Accounts receivable	10,373	600
Grants receivable	-	70,000
Taxes receivable	140,253	231,026
Inventory	27,644	25,178
Prepaid expenses	700	702
	<u>1,147,981</u>	<u>1,353,672</u>
Property and equipment (notes 2 & 4)	<u>6,106,754</u>	<u>6,232,501</u>
Total assets	<u>\$ 7,254,735</u>	<u>\$ 7,586,173</u>
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and accrued liabilities	\$ 21,190	\$ 7,205
Government obligations	-	14,216
Deferred revenue	490,093	706,900
Current portion of long term debt	23,339	32,750
	<u>534,622</u>	<u>761,071</u>
Long term		
Loan payable Royal Bank of Canada (note 5)	570,854	859,228
Deferred contributions related to property & equipment (note 6)	6,011,072	5,861,760
	<u>6,581,926</u>	<u>6,720,988</u>
Total liabilities	<u>7,116,548</u>	<u>7,482,059</u>
Net assets		
Unrestricted net assets	<u>138,187</u>	<u>104,114</u>
Total liabilities and net assets	<u>\$ 7,254,735</u>	<u>\$ 7,586,173</u>
Approved by:		
_____ Director		

The accompanying notes are an integral part of these financial statements

Manuels River Natural Heritage Society Inc.

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STATEMENT OF OPERATIONS AND NET ASSETS

For the year ended October 31, 2014

	2014	2013
Income (Schedule)		
Grants	\$ 262,500	\$ 140,000
Donations	2,593	4,487
Memberships	1,996	1,596
Other income	400,399	227,998
Amortization of deferred contributions	162,271	140,243
	<u>829,759</u>	<u>514,324</u>
Expenses		
Advertising and promotions	9,902	8,686
Amortization	166,776	146,075
Bad debts	948	-
Bar supplies	40,711	6,205
Business fees, taxes and licences	1,214	2,272
Education supplies	13,259	13,046
Fundraising costs	26,153	41,732
Fundraising costs - Professional fees	16,753	30,789
Gift shop supplies	21,370	18,890
Insurance	2,048	1,717
Interest and bank charges	6,631	6,396
Interest on long term debt	26,434	7,294
Miscellaneous	2,808	-
Office an administration supplies	14,267	13,147
Professional fees	5,718	5,143
Repairs and maintenance	37,179	37,024
Salaries and employee benefits	386,265	200,876
Trails maintenance	6,879	-
Training	2,920	4,518
Travel	7,229	-
Utilities	222	2,579
	<u>795,686</u>	<u>546,389</u>
Excess of income over expenses	34,073	(32,065)
Unrestricted net assets, beginning of the year	104,114	136,179
Unrestricted net assets, end of the year	\$ 138,187	\$ 104,114

The accompanying notes are an integral part of these financial statements

Manuels River Natural Heritage Society Inc.

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STATEMENT OF CASH FLOW
For the year ended October 31, 2014

	2014	2013
Cash flows from operating activities		
Excess of revenue over expenditures	\$34,073	(\$32,065)
Items not requiring an outlay of cash:		
Amortization of property and equipment	166,776	146,075
	<u>200,849</u>	<u>114,010</u>
Net changes in working capital balances		
Investments	-	35,458
Accounts receivable	(9,773)	(600)
Grants receivable	70,000	(70,000)
Taxes receivable	90,773	(80,581)
Inventory	(2,466)	(25,178)
Prepaid expenses	2	3,241
Accounts payable and accruals	13,985	(696,384)
Government obligations	(14,216)	14,216
Deferred revenue	(216,807)	702,200
Current portion of long term debt	(9,411)	32,750
	<u>(77,913)</u>	<u>(84,878)</u>
Cash provided by operations	<u>122,936</u>	<u>29,132</u>
Cash flows from financing activities		
Loan payable - Royal Bank of Canada	(288,374)	859,228
Deferred contributions related to property and equipment	149,312	2,068,754
	<u>(139,062)</u>	<u>2,927,982</u>
Cash flows from investing activities		
Purchase of property and equipment	<u>(41,029)</u>	<u>(3,684,417)</u>
Increase (decrease) in cash during the year	<u>(57,155)</u>	<u>(727,303)</u>
Cash, beginning of the year	<u>1,026,166</u>	<u>1,753,469</u>
Cash, end of the year	<u>\$ 969,011</u>	<u>\$ 1,026,166</u>

The accompanying notes are an integral part of these financial statements

Manuels River Natural Heritage Society Inc.

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NOTES TO THE FINANCIAL STATEMENTS For the year ended October 31, 2014

1. Purpose of the Organization

The organization was incorporated on January 17, 1992 without share capital under the laws of Newfoundland and Labrador and received its charitable status on February 23, 2002. The organization is exempt from income taxes.

The activities of the Corporation are restricted to those in furtherance of the following objects:

To protect, enhance and preserve the entire Manuels River system, through wildlife habitat improvement, construction of an interpretation centre, the presentation of various educational programs and the development of a linear park.

2. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations. Outlined below are those policies considered particularly significant for the organization.

a. Revenue recognition

The organization follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

b. Property and equipment

Property and equipment are recorded at cost. Amortization is recorded on the declining-balance basis at rates which will reduce the original cost to the estimated residual value over the useful life of the assets. In the year of acquisition, amortization is provided for at one-half the following rates.

Buildings	4%
Bridges	4%
Parking lot	8%
Furniture and equipment	20%
Signs	20%
Computers	55%

c. Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires the organization's management to make estimates and assumptions that affect the amounts reported in the financial statements and related notes to the financial statements. Actual results may differ from these estimates, however, such differences would not be expected to have a material impact on these financial statements.

Manuels River Natural Heritage Society Inc.

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NOTES TO THE FINANCIAL STATEMENTS For the year ended October 31, 2014

2. Significant Accounting Policies (continued)

d. Fair values of Financial Instruments

The co-operative has evaluated fair values of its financial instruments based on the current interest rate environment, related market values and current pricing of financial instruments with comparable terms. The carrying value of financial instruments is considered to approximate fair value, unless otherwise indicated.

3. Bank Balances 2014 2013

The bank balances consist of the following accounts:

Royal Bank - Primary checking account	\$ 108,316	\$ 986,867
Royal Bank - Special project savings account	859,340	3,209
Royal Bank - Special project checking account	-	14,684
Royal Bank - Savings account	-	20,056
Cash floats	1,355	1,350
	<hr/>	<hr/>
Total	\$ 969,011	\$ 1,026,166

4. Property and Equipment

Asset	Cost	2014		2013
		Accumulated Amortization	Net Book Value	Net Book Value
Land	\$ 70,000		\$ 70,000	\$ 70,000
Buildings	5,966,393	239,132	5,727,261	5,885
Bridges	122,806	18,501	104,305	108,651
Parking lot	37,422	1,454	35,968	-
Computers	15,224	8,358	6,866	7,584
Furniture and equipment	183,413	49,343	134,070	152,275
Signs	33,366	5,082	28,284	8,726
	<hr/>	<hr/>	<hr/>	<hr/>
	\$ 6,428,624	\$ 321,870	\$ 6,106,754	\$ 353,121

Manuels River Natural Heritage Society Inc.

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NOTES TO THE FINANCIAL STATEMENTS For the year ended October 31, 2014

5. Loan Payable - Royal Bank of Canada

2014

2013

Payable to the Royal Bank of Canada in blended monthly installments of \$3,535 commencing on August 26, 2014 and ending on July 26, 2033. General security agreement provides first security interest on all present and after-acquired personal property of the borrower. Guarantee and postponement of claim in the amount of \$900,000 signed by the Town of Conception Bay South.

Balance outstanding October 31.

\$ 594,193 \$ 891,978

Less: current portion

23,339 32,750

Long term

\$ 570,854 \$ 859,228

Principal payments required in each of the next five years are as follows:

2015	\$ 23,339
2016	24,226
2017	25,025
2018	25,851
2019	26,704

Total

\$ 125,145

6. Deferred Contributions Related to Property and Equipment

2014

2013

Deferred contributions related to property and equipment represent government and other assistance received to construct the building and acquire furnishings for the new environmental and education centre located in the Town of Conception Bay South.

Opening balance

\$ 5,861,760 \$ 3,793,006

Additions during the year

311,583 2,208,997

6,173,343 6,002,003

Less: amounts amortized to revenue

162,271 140,243

Closing balance

\$ 6,011,072 \$ 5,861,760

Manuels River Natural Heritage Society Inc.

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**SCHEDULE OF INCOME
For the year ended October 31, 2014**

	2014	2013
Grants		
Government of Canada	\$ 10,500	\$ -
Town of Conception Bay South	40,000	-
Hibernia Management education grant	212,000	140,000
	<u>262,500</u>	<u>140,000</u>
Amortization of deferred contributions	<u>162,271</u>	<u>140,243</u>
Charitable donations	<u>2,593</u>	<u>4,487</u>
Memberships	<u>1,996</u>	<u>1,596</u>
Other income		
Gala events	54,635	77,272
Bobber race	14,029	14,427
Giv'er on the river	12,576	8,217
Gift shop sales	34,198	28,221
Facility rentals	113,305	20,294
Bar sales	54,777	5,099
Catering and other sales	15,538	5,261
Admission revenue	30,909	24,192
Summer camp	17,000	10,258
Wage subsidy	29,555	21,956
Interest	7,389	9,736
Miscellaneous	16,488	3,065
	<u>400,399</u>	<u>227,998</u>
Total	<u>\$ 829,759</u>	<u>\$ 514,324</u>

