



November 8, 2017

TO: Park Board Chair and Commissioners
FROM: General Manager - Vancouver Board of Parks and Recreation
SUBJECT: 2018 Operating & Capital Budgets - Parks & Recreation

RECOMMENDATION

THAT the Vancouver Park Board approve:

- A. The 2018 Park Board Operating Budget of \$122,805,851 in expenditures and transfers, funded by \$59,549,538 in revenues and \$63,256,313 of tax-based operating funds, as outlined in this report and in Appendix A;
- B. The 2018 Park Board Multi-Year Capital Project Budget in the amount of \$22,986,450 as outlined in Appendix B of this report;
- C. The 2018 Park Board Annual Capital Expenditure Budget in the amount of \$39,270,379 as outlined in Appendix C of this report; and
- D. Subject to approval of recommendations A, B and C above, the submission of the Park Board's 2018 Operating and Capital Budgets to Vancouver City Council for consideration in the approval of the City of Vancouver's 2018 Operating Budget and 2018 Capital Budget.

POLICY

The Vancouver Park Board's annual Capital and Operating Budgets require Park Board and Council approval. As prescribed by the Vancouver Charter:

"The Board shall, at the beginning of each year, cause to be prepared and submitted to the Council a detailed estimate of the receipts from every source, and of the expenditures of the Board of every kind, during that year, showing the amount estimated to be necessary for the purposes of the Board up to the thirty-first day of December next thereafter. The said estimate shall be considered by the Council and adopted in whole or in part."

As noted above, the Park Board must prepare and approve detailed budgets (both operating and capital) for submission to Council. Council then considers the requested budgets and can approve as submitted, or can make adjustments and subsequently approve an annual operating and capital budget for the Park Board. These approved budgets form the fiscal envelopes for the Park Board's capital and operating spend for the following year. Within this Council approved fiscal envelope, the Board approves the allocation to individual projects and programs.

BACKGROUND

On an annual basis, Park Board staff work to develop detailed operating and capital budgets for the upcoming fiscal year. Priorities expressed by the Park Board throughout the year, as

well as priorities developed through various Park Board and City-wide strategies, are all considered in developing these budgets. The resulting budgets reflect a balanced financial strategy to deliver a high level of service to the residents of Vancouver, while also ensuring to address key pressures and priorities that may arise over time.

In September 2014, Council approved a 2015-2018 Capital Plan of \$1.085 billion. The four-year Capital Plan is used to inform the development of the annual capital budgets. In order to determine the projects to be delivered each year, staff will refer to the capital plan, available funding, and staff capacity to develop an annual budget that is both financially viable and operationally deliverable.

DISCUSSION

The Park Board operating and capital budgets are developed in parallel and put forward for approval at the same time, but the two budgets require different processes and context. The following sections provide a review of the different development processes and details of each budget.

Operating Budget

Many processes contribute to building the operating budget recommended for approval: the development of an annual service plan; a five year financial outlook; a budget outlook; and public engagement on the budget.

The four main goals that guided the development of the 2018 operating budget are:

- Continue providing valued services as efficiently as possible
- Ensure alignment with priorities of the Park Board
- Identify new sources of revenue to fund new initiatives
- Seek productivity improvements.

Building the Operating Budget

The 2018 Operating Budget begins with the 2017 approved budget as a base. This base is adjusted for both known and planned changes. These include:

- Revenue increases (& associated costs)
- Fixed cost increases and adjustments
- Funding for new services or programs
- Funding for the operating impact of capital projects
- Productivity savings initiatives.

The following table provides an overview of the above noted changes and is followed by more detailed explanations of each.

	Revenue Budget	Expense Budget	Net Budget
2017 Restated* Budget	\$57.2 M	\$119.2 M	\$62.0 M
Revenue Increases (& associated costs)	2.3 M	0.9 M	(1.4 M)
Fixed Cost Increases & Adjustments	0.0 M	2.1 M	2.1 M
New Services/Programs	0.0 M	0.3 M	0.3 M
Operating Impact of Capital Projects	0.0 M	0.9 M	0.9 M
Productivity Savings Initiatives	0.0 M	(0.6 M)	(0.6 M)
2018 Proposed Budget	\$59.5 M	\$122.8 M	\$63.3 M
Net Change	\$2.3 M	\$3.6 M	\$1.3 M

* The 2017 budget shown above has been restated to reflect interdepartmental reorganizations, changes in shared support services, and collective agreement wage settlements, making the 2017 and 2018 budgets comparable. Detailed breakdowns of the changes between 2017 & 2018 by the three major service areas (parks, recreation, and business services) are provided in Appendix A.

Revenue Increases

	Revenue Budget	Expense Budget	Net Budget
Revenue Increases (& associated costs)	2.3 M	0.9 M	(1.4 M)

Revenue increases have been budgeted at \$2.3 million, with \$0.9 million budgeted for associated costs to generate that revenue. Revenue increases can result from planned adjustments to user fees, expected increases in the number of customers, or new sources of revenue. The 2018 budget changes reflect a combination of all three.

Planned adjustments to user fees are expected to generate \$0.8 million additional revenue. Fees and Charges for 2018 are on average 1.4% above 2017 rates, which helps offset increasing costs to deliver services.

Changes in customer volumes are expected to generate \$0.8 million with associated costs of \$0.8 million. The anticipated change in the volume of customers is based on reviews of recent revenue trends, with the largest increases expected from film/special events, parking, VanDusen Gardens and Bloedel Conservatory. The associated costs are reflective of efforts to provide more and enhanced services.

New revenues in 2018 include revenue from the proposed introduction of pay parking at Spanish Banks. Pay parking is a critical source of revenue for the Park Board, and enables funding of necessary enhancements to the safety, security, and cleanliness of our parks. Pay parking is in effect at all of our destination parks and beaches, with the exception of Spanish Banks. Adjacent lots at Jericho Beach apply pay parking during peak season (April 1 to September 30). The proposal is to align Spanish Banks parking with neighboring Jericho lots and other beaches by applying pay parking during peak season, effective January 1, 2018. Implementation of pay parking will encourage residents to carpool or use greener forms of transportation. Staff will work with transit authorities, and car and bike share providers on transportation alternatives.

In addition, the Park Board will begin generating revenues from a lease with Stanley Park Brewing for the former Fish House space.

Total revenue increases for 2018 represent a 4.1% increase over 2017 revenues.

Fixed Cost Increases & Adjustments

	Revenue Budget	Expense Budget	Net Budget
Fixed Cost Increases & Adjustments	0.0 M	2.1 M	2.1 M

The increase of \$2.1 million in fixed costs is primarily for salary and wage increases as per the collective agreements (\$1.8 million); it also includes the cost for two new park ranger positions, an investment originally approved during the 2017 budget process. The remaining large adjustments are for construction loan payments (\$0.3 million), increased costs for equipment (\$0.1 million), and a net increase for building occupancy costs such as utilities and janitorial services (\$0.1 million). There is also a net reduction in expenses of \$0.2 million reflecting a decrease in other costs and efficiency savings from support services provided by other city departments with no decrease in service levels.

New Services/Programs

	Revenue Budget	Expense Budget	Net Budget
New Services/Programs	0.0 M	0.3 M	0.3 M

As a part of the preparation of the 2018 budget, staff reviewed budgets with a goal to identify opportunities to self-fund investments in priority service areas; by “self-funding” or reprioritizing existing budgets, funds were freed-up to reallocate to the priority areas detailed in the table below.

Investment	Budget	Description
JOA Implementation	\$400 K	Creation of new regular fulltime recreation supervisor positions will provide each community centre site with an exempt supervisor. Additional funds are earmarked for Strathcona Community Centre as previously committed
Park Safety & Cleanliness	\$150 K	One-time funding provided through re-prioritization of operating budget to support the continuation of service agreement with the City’s Engineering Streets division to assist with key problem parks, as well as additional security attendants at Andy Livingstone and Creekside. Funding supports initiative through to mid-2018, at which point staff will report back with a comprehensive and sustainable Park Ranger Service Model, inclusive of funding source, in collaboration with VPD and the City.
Reconciliation Coordinator	\$150 K	A new position responsible for the development and implementation of a Park Board Reconciliation Strategy.
Park Washroom Cleanliness	\$100 K	Re-prioritized budgets to improve service levels, particularly in peak spring and summer seasons.
Park Board Security Action Plan	\$75 K	In partnership with the corporate security team, a jointly funded action plan will enhance safety and security of Park Board users, staff, and assets.

In addition to the self-funded investments detailed above, new incremental one-time funding of \$0.3 million has been allocated for an investment in street beautification. This project is

intended to make permanent changes to median and boulevard plantings in high traffic areas to improve their appearance and to enable more efficient ongoing maintenance.

Operating Impact of Capital Projects

	Revenue Budget	Expense Budget	Net Budget
Operating Impact of Capital Projects	0.0 M	0.9 M	0.9 M

When new or renewed facilities, parks, or programs are added to Park Board service areas, there are often associated increases to ongoing operating costs. In 2018, the operating budget has been increased by \$0.9 million for expenses tied to three capital projects:

- Funding of \$492,000 for the new Killarney Seniors Centre, set to open during 2018, includes both one-time purchases of furnishings and equipment and partial year operating costs for programming and maintenance, with full year funding to be added in 2019.
- Funding of \$261,000 has been provided to fully operationalize the Park Board systems support team, with 3 new positions (2 regular full-time, 1 temporary full-time), which will provide critical support for Park Board point of sale and registration software systems.
- Urban forestry budgets increase by \$191,000 to support the maintenance of newly planted trees.

Productivity Initiatives

	Revenue Budget	Expense Budget	Net Budget
Productivity Savings Initiatives	0.0 M	(0.6 M)	(0.6 M)

Throughout 2017, the Park Board, along with other city departments, continued reprioritizing resources and transforming operations to deliver on key priorities and service requirements. As part of the 2018 budgeting process, the Park Board evaluated its service delivery areas and was able to identify productivity savings with little to no service level impact. These are summarized below:

Service Area	Savings	Description / Impact
Vacancy Management/ Incremental Revenue	(\$425 K)	This equates to 0.7% of the regular staff wage budget. As historical turnover has averaged roughly 8% annually, savings are expected to be achieved via vacancies caused by regular “time-to-hire” processes resulting in low service level impact. In addition, incremental revenue opportunities with a positive net budget contribution will continue to be sought to support subsidized service areas.
Seasonal service adjustments	(\$137 K)	Adjustment to maintenance schedules to reflect seasonality of park maintenance
Total	(\$562 K)	

In summary, the above tables provide the overview of the process to build the 2018 budget, and the following table provides a detailed breakdown of the proposed 2018 operating budget, outlining each major revenue and expense category.

YEAR OVER YEAR BUDGET CHANGES (\$ 000)

	2017 Restated Budget	2018 Proposed Budget	Net Change (\$)	Net Change (%)
Revenues				
Program revenue				
Parks & Recreation program revenue				
Recreation revenue				
Admissions	9,311	9,391	80	0.9%
Programming	4,216	4,400	184	4.4%
Recreation facility rentals	4,162	4,243	81	1.9%
Other recreation revenue	194	207	13	6.6%
Subtotal Recreation revenue	17,883	18,241	358	2.0%
Golf revenue	9,831	9,831	0	0.0%
Marinas & Attractions revenue				
Marinas	3,380	3,644	265	7.8%
Bloedel Conservatory	603	700	97	16.1%
VanDusen Botanical Gardens	3,380	3,801	421	12.4%
Stanley Park Train	1,935	2,016	81	4.2%
Subtotal Marinas & Attractions revenue	9,298	10,162	864	9.3%
Concession revenue	2,930	2,930	0	0.0%
Other Parks & Recreation revenue	1,018	1,254	236	23.2%
Total Parks & Recreation program revenue	40,961	42,418	1,457	3.6%
Total Program revenue	40,961	42,418	1,457	3.6%
Parking revenue	7,224	7,733	509	7.1%
Cost recoveries, grants & donations	5,105	5,392	287	5.6%
Other revenue				
Parks & Recreation revenue				
Lease revenue	3,734	3,906	172	4.6%
Other Parks & Recreation revenue	179	100	(79)	-43.9%
Total Parks & Recreation revenue	3,912	4,006	94	2.4%
Total Other revenue	3,912	4,006	94	2.4%
Total Revenues	57,202	59,550	2,347	4.1%
Expenditures & Transfers				
Department				
Parks & Recreation				
Recreation	48,205	49,497	1,292	2.7%
Park maintenance & operations	34,729	35,711	983	2.8%
Facility maintenance & corporate services	6,786	7,203	418	6.2%
Marinas & Attractions	6,996	7,750	753	10.8%
Golf	6,594	6,606	12	0.2%
Concessions	2,235	2,232	(3)	-0.1%
Parking	798	799	1	0.2%
Leases and Commercial Admin	499	490	(9)	-1.8%
Shared support services	8,982	8,889	(93)	-1.0%
Transfers to / (from) reserves & other funds	3,376	3,628	252	7.5%
Total Parks & Recreation	119,200	122,806	3,606	3.0%
Total Department	119,200	122,806	3,606	3.0%
Total Expenditures & Transfers	119,200	122,806	3,606	3.0%
Net Operating Budget	61,998	63,256	1,258	2.0%

Note: Totals may not add due to rounding

Planned Service Delivery Changes for 2018

The Park Board has three main services which are delivered either by the Park Board directly or in collaboration with other organizations and community groups such as Community Centre Associations.

- Parks and green spaces – Providing planning, design and construction, operation and maintenance of parks, natural areas and display gardens, other green spaces, and attractions for public use.
- Recreation programming and facilities – Planning for, providing and programming a network of recreation facilities, including community centres, pools, arenas, fitness centres, arts facilities and sports facilities.
- Business services – Providing facilities, diverse services and experiences, such as restaurants, attractions, marinas and golf, that are outside core parks and recreational services, and enable the Park Board to generate revenues used to subsidize costs across other service areas.

From a service delivery perspective, the proposed operating budget provides for the ongoing provision of parks and recreation services. Funds for new priorities, facilities and services have either been reallocated from within service areas or increases have been added to the 2018 operating budget. Below are short lists by service area of 2018 priorities for service.

Parks and green spaces

- Funds have been reallocated to the Park Ranger team, which will be expanded in 2018 with new full-time rangers to address increasing service demands.
- Increased maintenance of the thirteen synthetic turf playing fields with new specialized equipment and additional staff time has been made possible by reprioritizing funding within the Parks division and receiving increased funds for the specialized equipment.
- Application of maintenance standards and schedules developed via a review will ensure hard assets like tennis courts, benches, and playgrounds, are well cared for and remain resilient. Where new and renewed park spaces are completed, changes in park maintenance provision practices will be incorporated to support the renewed park facilities.
- In conjunction with the planned renewal of five key washrooms in parks, the Park Operations group will be reprioritizing resources and developing operational efficiencies to ensure washrooms meet the high standards for service delivery established by the Park Board across all functions.

Recreation programming and facilities

- A detailed outcome based budget review helped provide funds to support the upcoming new joint operating agreement with community centre associations, as well as funding to support Board commitments to the Strathcona Community Centre Association.
- Funds have been earmarked for a continued focus on inclusion and access. Priority projects for 2018 include piloting an access program at Strathcona to assist the working poor, developing best practices in conjunction with other partners and

agencies, and providing staff training on inclusion and access for people with disabilities.

- Funds have been provided to support the opening in 2018 of the new 10,000 square foot Killarney Seniors Centre.
- As the results of VanSplash feedback continue to be analyzed, a full aquatics services review will include lesson format and delivery, staff recruitment and retention and guarding best practices, all of which will inform changes in aquatics programming and service delivery.

Business Services

- Improvements to Langara golf course will be undertaken to improve course conditions in the shoulder seasons, which have historically been impacted by wet weather. This project will be funded from existing reserves set aside for golf course maintenance and revenue stabilization.
- Concession services improvements will be started, including future renewal plans that consider new business models, locations and concepts, that enhance quality and customer experiences, grow revenues and renew existing facilities.
- New special events will also be introduced during 2018, including a multi-day music and arts festival at Brockton Fields in Stanley Park.
- The Park Board foundation will be launched, enabling better engagement of residents in philanthropy and increasing the Park Board's capacity to receive, invest and build a source of sustainable funding.

Operating Budget Staffing Changes

Staff Changes (in FTE)	2017 Forecast	2018 Budget	Forecast Change
Regular Full-time Staff	574.5	576.7	+ 2.2
All Staff (including Part-time, Temporary & Auxiliary) Full-time Equivalents (excluding overtime)	1,035.3	1,044.6	+ 9.3

As noted in the table above, it is expected that regular staff will increase slightly with new regular full-time positions for Park Rangers, Park Board systems support, a reconciliation coordinator, and to support the community center association joint operating agreement. However, these increases will be partially offset by employee retirements and staff turnover.

As well, targeted increases in service levels to support the opening of the Killarney Seniors Centre, newly planted trees, specific initiatives in street beautification, and temporary project management staff to support the 2018 Capital Budget program will result in an increase to overall staff full-time equivalents during 2018.

CAPITAL BUDGET

The Annual Capital Budget for 2018 is derived from the ten year Strategic Outlook and the four year Capital Plan (2015-2018). The four year plan identifies Park Board priorities for capital projects and planned funding sources for those investments.

The four main goals that guided the development of the 2018 capital budget are:

- Respond to the needs and pressures of a growing city
- Maintain, improve, and grow Park Board parks, amenities, and facilities
- Continue providing valued services as efficiently as possible
- Ensure alignment with Park Board priorities

The Annual Capital Budget consists of two components:

1. Multi-year Capital Project Budget - the budget for the total costs and the corresponding funding source(s) committed to a specific Capital Project; and
2. Annual Capital Expenditure Budget - a project or program's planned expenditures in the associated year funded from the overall approved Multi-Year Capital Project Budget.

A summary of these two components to be considered for approval as part of the 2018 Capital Budget is provided below, detailed out by service category

Service Category (amounts expressed in millions \$)	2018 Annual Capital Expenditure Budget	2018 New Multi-year Capital Project Budget
Activity Features	11.3	9.3
New Parks and Renewals	17.1	9.4
Park Infrastructure	2.1	0.1
Seawall and Waterfront	4.1	0.2
Urban Forest and Natural Features	4.5	4.0
Recreation Facilities	0.2	0.0
TOTAL	\$ 39.3	\$ 23.0

The Park Board Annual Capital Expenditure Budget request of \$39.3 million, for which approval is being sought, is summarized in Appendix C. Funding for this annual budget is provided by previously approved multi-year project budgets, combined with the new Multi-Year Capital Project Budget requested as part of the 2018 Capital Budget.

The Park Board new multi-year project budget requests of \$23.0 million and their associated funding sources are summarized in Appendix B. A portion of the costs associated with these projects will be incurred in 2018 and form part of the Park Board 2018 Annual Capital Budget, which is summarized in Appendix C; the remaining unspent multi-year project budgets are shown as forecasted in 2019+.

The 2018 Annual Capital Expenditure Budget includes \$16.2 million of expected costs to be incurred in 2018 related to the new multi-year project requests mentioned above, as well as \$23.1 million of costs to be “carried forward” and incurred in 2018 related to multi-year projects which were approved in previous years.

While Appendix C provides a full list of projects to be undertaken in 2018, detailed descriptions can be found in Appendix D. Following are some of the notable Park Board managed capital projects:

- **New Outdoor Pool Planning and Design** - The Park Board remains committed to the delivery of a new outdoor pool for the residents of and visitors to Vancouver. Once a location for a new outdoor pool is confirmed as an action for implementation from VanSplash, the new aquatic strategy, the next step is design. Work in 2018 will include stakeholder engagement and detailed designs.
- **Smithe and Richards Park** - This new park will serve over 10,000 residents and 17,000 employees within a five minute walk to the park site. Amenities include a café space, public washrooms, a community plaza (with a water feature and seating throughout), a pedestrian bridge and promontory, a children’s playground, community harvest table, a multitude of trees, shrubs and perennials, and unique overhead ‘sky frames’ to support lighting and temporary art installations. Detailed designs are expected to be completed in early 2018 for tender of the park and building construction soon after. Construction will take at least a year with opening targeted for 2019.
- **Stanley Park Waterfront and Seawall Improvements** - The Stanley Park Seawall requires ongoing capital maintenance and rehabilitation to protect against water erosion and storm impacts. Areas between Brockton Point and Sunset Beach have been identified as priorities. The first phase of the work begins in late 2017 and will be done by early 2018. A second phase of the work is to be tendered in 2018.
- **Langara Drainage Improvements** - In order to improve year round play, a drainage system is planned for Langara Golf Course. Design for the drainage system and a tender-ready set of construction drawings were completed in 2017. Actions in 2018 will include the award of the contract and completion of construction, which is expected to occur from April through October.
- **New Park and Street Trees** - The Park Board continues increasing the urban forest canopy through tree-planting programs in parks, on streets and private property partnership programs. This work builds on the Greenest City 2020 Action Plan’s Access to Nature goal of planting 150,000 new trees by 2020.

Taken altogether, the 2018 Capital Budget detailed above provides for a diverse range of projects to deliver on enhancements to core parks and recreation services and provide for future growth.

Appendices E through G include information on projects related to the Park Board but managed by the City’s Real Estate & Facility Management department (REFM). Following are some of the more notable park related REFM capital projects:

- **Marpole-Oakridge Community Centre Redevelopment Planning** - The renewal of existing community centers remains a top priority for the Park Board to ensure the recreational needs of a growing city can be met well into the future. Following the completion of Park

Board community engagement related to high-level programming and site selection in 2017, full design development of the new Marpole-Oakridge Community Centre will begin in 2018.

- **Park Washrooms Renewal** - This project covers the design and construction of Park washrooms at five priority locations (Lumberman's Arch and 3rd Beach in Stanley Park, Clinton, Falaise and Jonathan Rogers Parks). The project scope includes renovation and upgrades to existing washrooms and provides additional universal washrooms at these locations. Project is in design phase with construction starting in 2018.
- **Southeast Vancouver (Killarney) Seniors Centre** - This project involves the design and construction of a new seniors' centre, which will be a 10,000 square foot facility added to the existing Killarney Community Centre footprint. Construction started in 2017 with final completion anticipated in 2018.

SUMMARY

The purpose of this report is to present the Operating Budget and Capital Budget for 2018 to the Park Board for approval.

The proposed 2018 Park Board Operating Budget is comprised of \$122,805,851 in expenditures and transfers, funded by \$59,549,538 in revenues and \$63,256,313 of tax-based operating funds, as outlined in this report. This proposed budget ensures the Park Board can continue to provide the high level of services offered in 2017, as well as expand and enhance key priority areas into 2018.

The 2018 Annual Capital Budget consists of \$39,270,379 in costs to be incurred in 2018. This includes a portion of costs from new multi-year projects, which commence in 2018, as well as continuing projects from 2017 and prior. In addition to this, a further \$14,742,000 will be expended in 2018 by the City's REFM group to deliver on facility related projects of priority for the Park Board.

Both Operating and Capital budgets are focused to support the strategic directions, goals, and objectives of the Park Board.

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Vancouver, BC

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/sj/me/clc

Detailed Budget By Service Area

Parks and Green Spaces

Service Description – providing planning, design and construction, operation and maintenance of parks, natural areas and display gardens, other green spaces, and attractions for public use.

(\$ 000)	RESTATED		Change \$	Change %
	2017 BUDGET	2018 (Proposed)		
Revenues	307	308	1	0.3%
Salaries & Benefits for:				
Neighbourhood and Specialty Parks	13,634	13,718	84	0.6%
Urban Forestry	5,143	5,442	299	5.8%
Major Maintenance and Construction	4,605	4,659	54	1.2%
Golf and Pitch & Putt Maintenance	2,626	2,605	(21)	-0.8%
Janitorial and Rangers	1,977	2,170	193	9.8%
Parks Admin and Equipment Services	1,969	1,706	(263)	-13.3%
Salaries & Benefits Total	29,954	30,301	346	1.2%
Building, Utilities & Equipment	6,652	6,768	116	1.7%
Other Costs	(328)	202	530	161.4%
Expenditures & Transfers Total	36,278	37,270	992	2.7%
Net	(35,971)	(36,962)	(991)	2.8%

Budget Details

- **Revenues** are primarily cost recoveries for outside work for developers
- **Salaries & Benefits** are broken out by service area as below:
 - **Neighbourhood and Specialty Parks** staff maintain neighbourhood parks and beaches, Stanley Park, QE Park, VanDusen Garden, Bloedel, Sunset Greenhouse, and provide system-wide irrigation services.
 - **Urban Forestry** staff plant and maintain trees in parks and on street boulevards.
 - **Major Maintenance and Construction** staff fabricate, construct and paint park facilities and structures, create and maintain park signage and provide paving/drainage services.
 - **Golf and Pitch & Putt maintenance** staff maintain the three championship and three pitch & putt courses.
 - **Janitorial and Rangers** staff provide janitorial services in parks, at outdoor pools and at golf courses, as well as ranger services for bylaw enforcement and public park patrols.
 - **Parks Admin and Equipment Services** staff manage Park Board and REFM vehicles and equipment. It also includes management staff & estimated vacancy savings for 2018.
- **Building, Utilities & Equipment** is primarily equipment services, which includes city vehicles & equipment, small equipment and leased vehicles & equipment; it also includes utility costs for Sunset Greenhouse
- **Other Costs** includes internal recoveries for golf maintenance staff, supplies & materials for park maintenance, funding for SPES, and one-time funding for street beautification.

Detailed Budget By Service Area

Recreation Programming and Facilities

Service Description — planning, providing, and programming for a network of recreation facilities, including community centres, pools, arenas, fitness centres, arts facilities and sports facilities

(\$ 000)	RESTATED		Change \$	Change %
	2017 BUDGET	2018 (Proposed)		
Revenues	21,791	22,435	645	3.0%
Salaries & Benefits for:				
Community centres	18,572	19,298	726	3.9%
Aquatics	11,392	11,623	231	2.0%
Arenas	4,068	4,071	3	0.1%
City-wide recreation programs	1,886	1,905	19	1.0%
Fitness	1,813	1,843	29	1.6%
Recreation admin	593	404	(189)	-31.9%
Salaries & Benefits Total	38,325	39,144	819	2.1%
Building, Utilities & Equipment	6,045	6,312	268	4.4%
Other Costs	3,836	4,041	205	5.3%
Expenditures & Transfers Total	48,205	49,497	1,292	2.7%
Net	(26,415)	(27,062)	(647)	2.5%

Budget Details:

- **Revenues** include admissions, programming, facility rentals & cost recoveries for CCA staff & revenue related costs
- **Salaries & Benefits** are broken out by service area as below:
 - **Community centres** staff provide programming at Creekside and for the Arts, Culture & Engagement program, and include all staff at community centres who are employed by the Park Board.
 - **Aquatics** staff provide service at indoor & outdoor pools and at beaches.
 - **Arenas** staff provide programming and maintenance staff at arenas.
 - **City-wide recreation programs** include staff for sport services, access services, outdoor sports facilities, youth services & playground programs.
 - **Fitness** staff program fitness facilities and supervise contracts for fitness services at fitness centres run by the Park Board.
 - **Recreation Admin** includes management staff & estimated vacancy savings for 2018.
- **Building, Utilities & Equipment** is primarily utilities, rent, janitorial supplies & services and one-time funds for furniture and equipment for Killarney Seniors Centre
- **Other Costs** includes debit/credit and software usage fees, contractor costs for fitness and Creekside, pool, lesson & program supplies & services, and PNE Ice allocated costs.

Detailed Budget By Service Area

Business Services

Service Description — providing facilities, services and experiences, such as restaurants, attractions, marinas and golf, that are outside core parks and recreational services, and enable the generation of revenues to subsidize other service areas

(\$ 000)	RESTATED		Change \$	Change %
	2017 BUDGET	2018 (Proposed)		
Golf revenue	9,831	9,831	0	0.0%
Parking revenue	7,224	7,733	509	7.1%
Lease revenue	3,712	3,884	172	4.6%
VanDusen Botanical Gardens	3,380	3,801	421	12.4%
Marinas	3,380	3,644	265	7.8%
Concession revenue	2,930	2,930	0	0.0%
Stanley Park Train	1,935	2,016	81	4.2%
Film & Special Events, other	966	1,201	235	24.3%
Cost recoveries, grants & donations	964	964	0	0.0%
Bloedel Conservatory	603	700	97	16.1%
Other Parks & Recreation revenue	179	100	(79)	-43.9%
Revenues Total	35,104	36,806	1,702	4.8%
Salaries & Benefits	8,555	9,430	875	10.2%
Building, Utilities & Equipment	2,195	2,263	68	3.1%
Other Costs	20,591	20,718	127	0.6%
Expenditures Total	31,341	32,411	1,070	3.4%
Debt & Transfers	3,376	3,628	252	7.5%
Expenditures & Transfers Total	34,716	36,039	1,322	3.8%
Net	388	767	379	97.8%

Budget Details:

- **Revenues** are broken out by service area as below:
 - **Golf revenue** includes revenues from both championship and pitch & putt courses, including driving ranges and clubhouses
 - **Parking revenue** includes lot parking and parking generated from film & special events
 - **Lease revenue** includes restaurant leases, licencing agreements and revenues from the Celebration pavilion in QE Park
 - **VanDusen Botanical Gardens** includes admission, gift shop and event revenue
 - **Marinas** include revenues generated from Burrard and Heather civic marinas, including moorage and land storage
 - **Concession revenue** includes revenues from the Board's thirteen concession stands
 - **Stanley Park Train** includes day-to-day and special event revenues generated from admissions and train rides
 - **Film & Special Events, other** includes revenues from film & special events, corporate sponsorships, and marketing

Detailed Budget By Service Area

- **Cost recoveries, grants & donations** is primarily revenue from the donation program, although it also includes cost recoveries associated with restaurant leases, licence agreements, and communications.
- **Bloedel Conservatory** includes revenues from admissions and the sale of goods
- **Other Parks & Recreation revenue** includes miscellaneous & commission income from golf courses, concessions, pay parking and the Stanley Park Train
- **Salaries & Benefits** include staff at golf & pitch & putts, marinas, miniature train, VanDusen, Bloedel, film & special events, marketing, donations, planning & park development, communications, HR, general admin and the GM & Board; also included is new support for ActiveNet & Club Prophet.
- **Building, Utilities & Equipment** includes utilities for revenue generating facilities and the admin building, property insurance for Board facilities; it also includes costs to lease parking equipment for new revenues from Spanish Banks.
- **Other Costs** includes allocated costs for services provided by other city departments, golf course maintenance allocation, food and beverage costs, goods for resale at Bloedel & VanDusen, transfer of Heather Marina net surplus to the City's PEF, contract costs for golf course and concession management services and other costs associated with the above noted revenue generation.

APPENDIX B - NEW 2018 MULTI YEAR PARK BOARD CAPITAL PROJECTS BUDGET (excludes REFM) WITH FUNDING SOURCES

				Funding Sources			
Capital Plan Category	Project Name (Sorted by new multi year project budget request value)	App. D Ref #	2018 Multi Year Project Budget FOR APPROVAL	Debt / Operating Revenue	CAC	DCL	Reserve ⁽¹⁾
Activity Features	Golf Course & Langara Drainage Improvements	1	3,200,000				3,200,000
Activity Features	New Synthetic Turf Field - one new field, location TBD	6	2,750,000	27,500		2,722,500	
Activity Features	Dog Parks - New/Upgrades	7	800,000	200,000		600,000	
Activity Features	Cambie North Project	8	700,000		700,000		
Activity Features	New Outdoor Pool - Planning & Design	4	600,000	600,000	-		
Activity Features	New Track and Field - location study & engagement	9	400,000	4,000		396,000	
Activity Features	Wading Pools and Spray Parks	10	350,000	175,000		175,000	
Activity Features	Sports Fields and Courts	5	250,000	185,000		65,000	
Activity Features	Pathway Improvements	12	170,000	1,700		168,300	
Activity Features	Neighbourhood Matching Fund	14	50,000	500		49,500	
Activity Features Total			9,270,000	1,193,700	700,000	4,176,300	3,200,000
New Parks and Renewals	Parkland Acquisition - locations TBD	19	3,204,450	32,000		3,172,450	
New Parks and Renewals	Park Project Management Team	20	1,900,000	380,000		1,520,000	
New Parks and Renewals	Riley/Hillcrest Farmers Market - Build	26	1,600,000	160,000		1,440,000	
New Parks and Renewals	Neighbourhood Park Renewal	24	1,200,000	12,000		1,188,000	
New Parks and Renewals	East Fraser Lands Parks - Phase I of construction	25	550,000	5,500		544,500	
New Parks and Renewals	South East False Creek ("SEFC") Park - Engagement and Design	27	400,000	4,000		396,000	
New Parks and Renewals	Park Planning & Policy Studies	22	340,000	170,000		170,000	
New Parks and Renewals	Riley/Hillcrest Farmers Market - Planning / Design	26	200,000	20,000		180,000	
New Parks and Renewals Total			9,394,450	783,500	-	8,610,950	-
Park Infrastructure	Parks Green Operations	30	125,000	125,000			
Park Infrastructure Total			125,000	125,000	-	-	-
Seawall and Waterfront	Marine Structures and Shoreline Erosion Study	34	200,000	200,000			
Seawall and Waterfront Total			200,000	200,000	-	-	-
Urban Forest and Natural Features	Park and Street Trees - planting of new trees	36	2,377,000	1,901,600		475,400	
Urban Forest and Natural Features	Biodiversity Enhancements - Tatlow Stream & Beaver Lake	37	1,250,000	12,500		1,237,500	
Urban Forest and Natural Features	Access to Nature (Park Board)	38	200,000	100,000		100,000	
Urban Forest and Natural Features	Stanley Park Cliff Scaling	41	120,000	120,000			
Urban Forest and Natural Features	Lost Lagoon Study	43	50,000	50,000			
Urban Forest and Natural Features Total			3,997,000	2,184,100	-	1,812,900	-
Grand Total			22,986,450	4,486,300	700,000	14,600,150	3,200,000

⁽¹⁾ Funded from the Golf Reserve

APPENDIX C - DETAILED PARK BOARD ANNUAL CAPITAL EXPENDITURE BUDGET (excludes REFM)

Capital Plan Category	Project Name (Sorted by 2018 Annual Capital Expenditure Budget)	App. D Ref #	2018 Multi Year Project Budget	2018 Annual Capital Expenditure Budget ⁽¹⁾ FOR APPROVAL	2019+ Expenditures Forecast
Activity Features	Golf Course & Langara Drainage Improvements	1	3,200,000	3,526,235	-
Activity Features	Playgrounds (9 playgrounds)	2		2,335,191	-
Activity Features	2017 Major Playfield Renewal - location TBD	3		1,000,000	-
Activity Features	New Outdoor Pool - Planning & Design	4	600,000	790,000	-
Activity Features	Sports Fields and Courts	5	250,000	607,469	-
Activity Features	New Synthetic Turf Field - one new field, location tbd	6	2,750,000	525,000	2,450,000
Activity Features	Dog Parks - New/Upgrades	7	800,000	484,262	500,000
Activity Features	Cambie North Project	8	700,000	399,333	350,000
Activity Features	New Track and Field - location study & engagement	9	400,000	375,000	200,000
Activity Features	Wading Pools and Spray Parks	10	350,000	350,000	-
Activity Features	2015-18 Playgrounds, Water/Skate Parks	11		284,120	-
Activity Features	Pathway Improvements	12	170,000	270,407	-
Activity Features	Dr. Sun Yat-Sen Gardens Improvements	13		122,751	-
Activity Features	Neighbourhood Matching Fund	14	50,000	80,000	-
Activity Features	Skate and Bike Parks	15		50,000	-
Activity Features	Beach Swimming Rafts Replacement	16		25,000	-
Activity Features	Alder Bay Floating Dock Replacement	17		20,000	-
Activity Features Total			9,270,000	11,244,768	3,500,000
New Parks and Renewals	Smithe & Richards Park	18		5,500,978	-
New Parks and Renewals	Parkland Acquisition - locations TBD	19	3,204,450	3,204,450	-
New Parks and Renewals	Park Project Management Team	20	1,900,000	1,900,000	-
New Parks and Renewals	Sunset Park Renewal	21		1,318,234	-
New Parks and Renewals	Park Planning & Policy Studies	22	340,000	1,178,959	-
New Parks and Renewals	Renfrew Ravine	23		1,092,365	-
New Parks and Renewals	Neighbourhood Park Renewal	24	1,200,000	907,079	700,000
New Parks and Renewals	East Fraser Lands Parks - Phase I of Construction	25	550,000	757,561	400,000
New Parks and Renewals	Riley/Hillcrest Farmers Market - Build	26	1,600,000	300,000	1,300,000
New Parks and Renewals	Riley/Hillcrest Farmers Market - Planning / Design	26	200,000	200,000	-
New Parks and Renewals	South East False Creek ("SEFC") Park - Engagement and Design	27	400,000	260,000	300,000
New Parks and Renewals	Deconstr & Greening - Land Acq Nov 2016	28		125,000	-
New Parks and Renewals	Deconstruction & Temp Greening	28		120,346	-
New Parks and Renewals	Deconstr & Greening - Land Acq Jun 2017	28		115,000	-
New Parks and Renewals	Bldg Deconstr & Temp Greening - Jan 2016	28		89,683	-
New Parks and Renewals	Deconstr & Greening- Land Acq 2-May 2016	28		53,537	-
New Parks and Renewals	Deconstr & Greening- Land Acq Sep 2016	28		10,000	-
New Parks and Renewals Total			9,394,450	17,133,192	2,700,000
Park Infrastructure	Park Pavement and Drainage	29		1,730,684	-
Park Infrastructure	Parks Green Operations	30	125,000	279,680	-
Park Infrastructure	Musqueum Park Bridge Replacement	31		60,000	-
Park Infrastructure Total			125,000	2,070,365	-
Seawall and Waterfront	Stanley Park Waterfront and Seawall	32		3,371,199	-
Seawall and Waterfront	Phase One - Seaside Greenway Improvement	33		500,000	1,700,000
Seawall and Waterfront	Marine Structures and Shoreline Erosion Study	34	200,000	230,694	-
Seawall and Waterfront	Upgrade of Waterfront Walkway - Bikeway	35		26,866	-
Seawall and Waterfront Total			200,000	4,128,760	1,700,000
Urban Forest and Natural Features	Park and Street Trees - planting of new trees	36	2,377,000	2,459,728	-
Urban Forest and Natural Features	Biodiversity Enhancements - Tatlow Stream & Beaver Lake	37	1,250,000	952,889	450,000
Urban Forest and Natural Features	Access to Nature (Park Board)	38	200,000	355,687	100,000
Urban Forest and Natural Features	Urban Forest Tree Inventory	39		201,050	-
Urban Forest and Natural Features	Lost Lagoon Fountain Upgrades - Design	40		168,815	-
Urban Forest and Natural Features	Stanley Park Cliff Scaling	41	120,000	120,000	-
Urban Forest and Natural Features	Repl/Upgr Existng Natural Feature	42		95,506	-
Urban Forest and Natural Features	Lost Lagoon Study	43	50,000	70,000	-
Urban Forest and Natural Features	Stanley Park Forest Enhancements	44		49,880	-
Urban Forest and Natural Features Total			3,997,000	4,473,555	550,000
Recreation Facilities	Community Recreation Facilities Upgrades	45		200,000	1,800,000
Recreation Facilities	Aquatics Study including Outdoor Pool	47		19,739	-
Recreation Facilities Total			-	219,739	1,800,000
Grand Total			22,986,450	39,270,379	10,250,000

⁽¹⁾ 2018 Expenditure Budget includes carryforward \$ from previously approved multi-year project budgets

APPENDIX D - PARK BOARD CAPITAL PROJECTS - DESCRIPTIONS (Excludes REFM)

Ref #	Service Category	Project Name	Description
1	Activity Features	Golf Course & Langara Drainage Improvements	Drainage system for the golf course to improve year round play. Design for the drainage works and a tender ready set of construction drawings were completed in 2017. Actions in 2018 will include the award of the contract and completing construction, which is expected to occur from April through October an essential window for soil movement and drainage works. Funded through the golf capital reserve; this project was identified as one of the initial major projects at the time of the creation of this reserve. There are a few smaller projects to be finalized in 2018, for instance the washrooms at Fraserview and McCleery.
2	Activity Features	Playgrounds (9 playgrounds)	A number of additional playgrounds have been prioritized for replacement in the current capital plan due to their age and condition, which will require the support of external consultants to complete. Priorities for renewal are located at Ash, Beaconsfield, Champlain Heights, Charleson, Collingwood, Jones and Winona Parks. A consultant is to be retained in the fall of 2017, with public engagements to follow through the early winter of 2018. The Douglas Park and Clark Park playgrounds which benefit from donor funds have been delayed due to a playground supplier issue and are also scheduled for delivery in 2018.
3	Activity Features	2017 Major Playfield Renewal - location TBD	The capital plan provides funding to upgrade existing grass playfields and add new drainage and irrigation systems where none exist, to increase capacity for league play. Staff are presently working with the Vancouver Field Sport Federation to evaluate the viability of a project at Slocan or Montgomery Parks. The scope could include both grass playfield and ball diamond work and will be scaled to suit the available budget. Once a location is confirmed, staff will advise the Board of the location supported by the VFSF, and procure consulting services to prepare a design package so that the works can be tendered as soon as possible in 2018. When a grass field is rebuilt or newly built, it should have two full growing seasons for turf growth and turf root establishment before it is reopened for play (e.g. fall and spring). The renovated field(s) will therefore open in 2019.
4	Activity Features	New Outdoor Pool - Planning & Design	Once a location for a new outdoor pool is confirmed as an action for implementation from VanSplash, the new aquatic strategy the next step is design. Work in 2018 will include the procurement of design consultant, stakeholder engagement for the design, and detailed design drawings and permits. This will include technical studies (topographic and geotechnical surveys), and detailed cost estimates to set the stage for construction in the next capital plan. The funds include amounts for consultant contract administration of the project during all project phases.

Ref #	Service Category	Project Name	Description
5	Activity Features	Sports Fields and Courts	This is a capital program account for sports fields and tennis, pickleball and basketball courts. The 2018 priority funded projects are replacement and enlarged baseball diamond backstops located in the North West portion of Kensington Park and south east portion of Nanaimo Park. There is potential for partner funding at Nanaimo Park. Funds for sand purchase for seasonal grass sport field renovations are included annually for \$120K in this program and this work is overseen by the park operations team.
6	Activity Features	New Synthetic Turf Field - one new field, location tbd	Funds for design and a construction contract award for a new synthetic turf field. A location is to be confirmed early in 2018 following a detailed review of 3 candidate sites (Clinton and Beaconsfield Park, and Churchill Secondary School), so that design and construction tendering can occur in late 2018. Fair summer weather is required to complete the installation of synthetic turf surfaces, thus opening of the new field is targeted for the fall of 2019.
7	Activity Features	Dog Parks - New/Upgrades	This fund is for providing new amenities for dogs at existing dog off leash areas, and new dog off leash areas, as identified in the People, Parks and Dogs Strategy; the scope of work for 2018 is to be determined upon the completion and adoption of the Strategy. This requires a new staff person to oversee the delivery of this work and for related site specific community engagement funded from this budget. Fence and sign installation works are expected in 2018 and 2019 with some contract work for construction of surfaces and amenities in 2019. Additional funds are to be considered for inclusion in the 2019-2022 Capital Plan to deliver on more priority outcomes from the Strategy.
8	Activity Features	Cambie North Project	The goal for this project is to complete community engagement and planning for a new urban outdoor recreation space and/or sport court located under the Cambie Bridge (north side). A consultant will be retained in October of 2017, and subject to Board approval of a concept plan for this area by the mid of 2018, detailed design can proceed. The target is to tender the construction project before the end of 2018 so that construction will complete in 2019.
9	Activity Features	New Track and Field - location study & engagement	The construction of a new track and field training facility will be a first for Vancouver, is a priority for growing the sport, and was identified as the top project in the Vancouver Field Sport Federation's submission for consideration in the 2015-18 capital planning process. A new track increases training potential for all ages and increases opportunities for tournament hosting in alignment with the Vancouver Sport Strategy. 2018 work includes community engagement to determine where the new track will be located and what the specific program will be, technical studies (geotechnical and topographic surveys), design and cost estimates for the new facility. This will include field events and supporting facilities (e.g. washrooms).

Ref #	Service Category	Project Name	Description
10	Activity Features	Wading Pools and Spray Parks	Related to advice from Coastal Health and early outcomes of VanSplash, converting aged wading pools to water spray parks or other recreational uses continues to be a priority. Funds in 2018 are primarily for new and renewed water spray parks at Ross Park and Connaught Park which is a partnership opportunity with the Kitsilano War Memorial Community Centre.
11	Activity Features	2015-18 Playgrounds, Water/Skate Parks	Remaining funds in this account will be directed to address small upgrades required at the recently opened new Creekside and Andy Livingstone Park Playgrounds for safety and accessibility, including some modifications to the tower at Creekside Park.
12	Activity Features	Pathway Improvements	A need for new accessible asphalt and gravel pathways and concrete stairs in China Creek North Park were identified as priorities in the Board approved park upgrade plan. Some funds may be used for other small pathway spot improvement at locations that arise as needs over the course of 2018.
13	Activity Features	Dr. Sun Yat-Sen Gardens Improvements	The pond was renewed and new pumps and circulating systems were added this year. The project was a recipient of a Parks Canada grant.
14	Activity Features	Neighbourhood Matching Fund	This program allows the Park Board to provide financial support for many small, new community led projects installed in parks. It involves work with community groups on a number of new small projects (\$5K each) such as new murals, mosaics, art benches, garden installations, environmental projects and cultural projects in parks. The process to determine location of projects will be finalized in late 2017. Funding needs to be committed in 2018 but work may not complete until 2019.
15	Activity Features	Skate and Bike Parks	The funding available here is for two projects: the Quilchena Park skateboard facility upgrade (including repairs and a new feature) and a new pump track at the Vanier Park bike park area. Landscaping work at Vanier Park including invasive species management, is likely to complete in 2018.
16	Activity Features	Beach Swimming Rafts Replacement	Two new swimming rafts are being constructed to replace the aging rafts at Locarno and Jericho Beach parks for delivery for the 2018 swimming season. The beach rafts have been so popular they are being constructed as a match of the former style with large log rounds.
17	Activity Features	Alder Bay Floating Dock Replacement	A consulting team has been retained by the Park Board and work on a conceptual plan for a new dock at Alder Bay is underway. Staff are working closely with the False Creek Community Association to review two possible concept plans for the dock. One is a short term plan for replacement in approximately the same size and location given that CMHC, who owns the land, has requested this. Staff will also be considering a long term vision to expand this facility and green space, habitat enhancement, and accessibility needs in the process. This work will set the stage for a budget ask in the 2019-22 Capital plan.

Ref #	Service Category	Project Name	Description
18	New Parks and Renewals	Smithe & Richards Park	The new park will serve over 10,000 residents and 17,000 employees within a five minute walk to the park site. Amenities will include a café space, public washrooms, a community plaza with a water feature and seating throughout, a pedestrian bridge and promontory, a children's playground, community gathering harvest table, a multitude of trees, shrubs and perennials, and overhead 'sky frames' to support lighting and temporary art installations. City permits are expected to be in place and detailed designs are expected to be completed in time for a Q12018 tender of the park and building construction, under two separate contracts. Residents are looking forward to this much anticipated urban park in downtown south. Construction will take at least a year and an opening is targeted for 2019.
19	New Parks and Renewals	Parkland Acquisition - locations TBD	These are funds for new parkland acquisitions, with locations to be determined and subject to purchase agreements. There is a focus on waterfront, expanding the functionality of existing parks, and natural areas. Additional opportunities to purchase land may arise in 2018, which will be brought forward for approval and expansion of the capital plan as necessary (funding available through Park Board DCLs).
20	New Parks and Renewals	Park Project Management Team	Funding allocated annually for full time, part time, temporary and auxiliary employees who act primarily as project managers to design and deliver strategic and capital plans and construction projects for the Park Board.
21	New Parks and Renewals	Sunset Park Renewal	Construction of the renewal of Sunset Park, in keeping with the Master Plan, is well underway with substantial completion targeted for the spring of 2018 and opening in the summer (to allow for grow in of new lawn areas). Features include benches and seating, a park shelter, pathways, a relocated dog off leash area, a new playground, tree planting, horticultural beds, a reconfigured works yard and fencing, a drinking fountain, and servicing for a future community garden area.
22	New Parks and Renewals	Park Planning & Policy Studies	Consultant reports and other studies as required including addressing Motions of the Park Board such as the new skateboard strategy, new park naming, and ongoing work on the Stanley Park Plan with the Musquem Squamish and Tslei-watuth Nations.
23	New Parks and Renewals	Renfrew Ravine	A construction tender will be issued late in 2017 to award a contract to construct improvements at Renfrew Ravine and Community Parks identified as priorities by the community in the park master plan. This includes trails, lookouts, landscaping and a new dog off leash area.
24	New Parks and Renewals	Neighbourhood Park Renewal	Ongoing work in 2018 for the China Creek North Park upgrades (will continue into 2019), a Stanley Park accessibility study (\$200K), and small new projects that may arise as Board priorities throughout the year (\$100K).

Ref #	Service Category	Project Name	Description
25	New Parks and Renewals	East Fraser Lands Parks - Phase I of Construction	New Park for East Fraser Lands - funding to complete detailed design and other related site investigations (e.g. geotechnical, cost consultant), and to initiate construction, subject to Board approval of the Area 2 park concept plans. Additional funds will be requested in the 2019-2022 Capital Plan to complete the full complement of parks in this area, it is likely that Neighbourhood Park South, and the Kinross Corridor Park North and Middle will proceed sooner, while the foreshore parks require additional engineering design work to address sea level rise before construction can begin.
26	New Parks and Renewals	Riley/Hillcrest Farmers Market - Build	These are funds for construction of new pavilion at Riley Park, as identified in the park master plan. Construction is not likely to begin until 2019. Funds are also needed for utility upgrades to support outdoor events such as the farmer's market at Hillcrest Park.
26	New Parks and Renewals	Riley/Hillcrest Farmers Market - Planning / Design	Planning for a new events pavilion at Riley Park as identified in the Hillcrest and Riley Park Master Plan. 2018 work includes a design consultancy with an architect and building permit submissions for the pavilion.
27	New Parks and Renewals	South East False Creek ("SEFC") Park - Engagement and Design	Planning and Design for a new park in South East False Creek located east of the Creekside Community Centre in Olympic Village. A design consultant is to be retained and community engagement is to be initiated in 2018, and complete early in 2019, at which time a concept plan will be brought to the Park Board for consideration of approval. As thoughtful and inclusive park design and engagement processes can take 10 to 12 months to complete, and as this site is still being utilized through a Licence Agreement as a construction staging area by the adjacent developer, construction funds will be sought in the 2019-22 Capital Plan.
28	New Parks and Renewals	Building Deconstruction and Temporary Greening (various)	When a property is acquired for parkland, the City's Real Estate and Facilities Team arranges for building demolition. These funds are for the restoration of the lands to grass lawn with other features as needed to keep the lands in a clean and tidy condition until additional lands are acquired and programmed with park use.
29	Park Infrastructure	Park Pavement and Drainage	Staff continues to engage with the MST working group about an appropriate procedure for this work. Staff are also collaborating with the Engineering Department who have offered to do the paving work. This involves grinding and repaving portions of Stanley Park Drive, including an area near 2099 Beach Avenue and near the Totem Poles.
30	Park Infrastructure	Parks Green Operations	Projects to support new and greener operations in parks and in park service yards per the Park Board Strategic Plan (e.g. green house efficiencies at Sunset Yard and Van Dusen Gardens).

Ref #	Service Category	Project Name	Description
31	Park Infrastructure	Musqueam Park Bridge Replacement	Only one contractor submitted a bid for this project in 2017 and it exceeded the available budget. Staff are adjusting the scope of work and aim to retender the work in 2018. This work must be done during fisheries windows in August/September.
32	Seawall and Waterfront	Stanley Park Waterfront and Seawall	The Stanley Park Seawall requires ongoing maintenance and repairs and the work will fill holes, replace missing stones, stabilize foundations, and install material to protect against water erosion in priority areas between Brockton Point and Sunset Beach. Work begins in October and should be done by early 2018 though an external contract. Some of the work must be completed at low tides, which may occur during the evening and night. A second phase of the work is to be tendered in 2018.
33	Seawall and Waterfront	Phase One - Seaside Greenway Improvement	This budget comes from the 2012-14 capital plan, and was directed to deliver priority pathway improvements recommended in the Stanley Park Cycling Plan. The funding is for design and construction alike. A consultant has prepared detailed construction drawings and engagement with the MST working group is ongoing about the proposed new pathways. Staff are currently targeting a summer tender for construction of several pathway projects in the park after Labour Day in 2018.
34	Seawall and Waterfront	Marine Structures and Shoreline Erosion Study	Climate change impacts on foreshore parks on the Fraser River and Kitsilano Beach require investigation; this funding is to hire a consultant to investigate areas of high erosion. A portion of this budget is also needed to further design work on the Jericho Pier, a partnership project with the Disabled Sailing Association.
35	Seawall and Waterfront	Upgrade of Waterfront Walkway - Bikeway	Like the Seaside Greenway Improvement project, this funding comes from the 2012-14 capital plan and is utilized to pay consulting fees for the Stanley Park project.
36	Urban Forest and Natural Features	Park and Street Trees - planting of new trees	Planting of trees on parks, on streets and other locations to meet Greenest City Action Plan target of an additional 150,000 trees planted by 2020 city wide.
37	Urban Forest and Natural Features	Biodiversity Enhancements - Tatlow Stream & Beaver Lake	The City's Greenest City Action Plan and Park Board Biodiversity Strategy outline the need to create new natural areas in parks to provide more people with access to nature. For 2018 the priority project is the Tatlow/Volunteer Park project that includes new landscaping, pathways, fencing and a creek restoration project. Staff are hopeful that the Board will approve a concept plan for this project early in 2018. Some aspects of this work must be done during fisheries work windows. Construction is targeted to begin in 2018, subject to Board approval of the concept plan, and complete in 2019.
38	Urban Forest and Natural Features	Access to Nature (Park Board)	Multiple capital projects for Local Food and Environment, including new community gardens in parks, locations to be confirmed. Also includes funds for new water conservation projects in parks such as the Lumberman's Arch Spray Park and Charleson Park Fountain.

Ref #	Service Category	Project Name	Description
39	Urban Forest and Natural Features	Urban Forest Tree Inventory	IT is working with the Urban Forestry team to migrate VanTree to current platforms such as GIS. This is an IT/business study.
40	Urban Forest and Natural Features	Lost Lagoon Fountain Upgrades Design	Following the failure of the fountain pumps resulting from a flood of the mechanical room, a complete replacement and restoration is required. This project is for the design work, currently underway, and the current construction estimate is \$1.8M which includes a new building on the shore of Lost Lagoon, to house the new pumps and mechanical system. Sea Level rise and a possible future return of the lagoon to tidal marsh are being considered in the design process. The work requires building permits.
41	Urban Forest and Natural Features	Stanley Park Cliff Scaling	Stanley Park cliff scaling is required to manage the risk of falling rocks above the seawall in the western portion of the park. This fund is for the essential annual cliff scaling program (contract) with some vegetation management work done by Urban Forestry staff. The scope of work includes a multi-year consultant contract with a rock engineer and the work program is confirmed annually based upon rock slope conditions. Freeze thaw cycles dictate the scope of work to be done which is located primarily on the sandstone cliffs near Siwash Rock. Work is done in the fall and work is considered capital maintenance.
42	Urban Forest and Natural Features	Repl/Upgr Existng Natural Feature	This account funds the ongoing consulting work (detailed design) and First Nations engagement for the restoration of Beaver Lake. This has involved groundwater drilling, geotechnical surveys, investigating dredging needs, and beaver management issues. This work is scheduled to complete in 2018 and a full report including cost estimates will be brought to the board for consideration of prioritization for funding for construction in the next capital plan.
43	Urban Forest and Natural Features	Lost Lagoon Study	Funds for a high level consulting study to determine the viability of returning the lost lagoon pond to a tidal condition/salt marsh as identified in the 2015-18 Capital Plan.
44	Urban Forest and Natural Features	Stanley Park Forest Enhancements	This funding is from the Stanley Park Forest Reserve, created after the forest blow-down over a decade ago. Funds are used to manage the forest regrowth in the western portion of the park and all 2015-18 anticipated work is complete. This work is done by park staff.
45	Recreation Facilities	Community Recreation Facilities Upgrades	This is an amount set aside in the 2012-2014 Capital Plan for upgrades at Community Centres following the signing of JOAs.
47	Recreation Facilities	Aquatics Study Including Outdoor Pool	This is the account that is funding VanSplash, the strategy that charts an exciting new course for indoor and outdoor aquatics in Vancouver. The strategy requires Board approval.

APPENDIX E - 2018 MULTI YEAR PARK BOARD CAPITAL PROJECTS (REFM) WITH FUNDING SOURCES

Capital Plan Category	Project Name (Sorted by 2018 Multi Year Project Budget)	App. G Ref #	2018 Multi Year Project Budget	Funding Sources			
				Debt / Operating from Revenue	CAC	DCL	Reserve ⁽²⁾
Recreation	2018 Cap Mtce - Recreation Facilities	2	2,000,000	2,000,000			
Recreation	2018 Recreation Facilities Renos	6	1,000,000	1,000,000			
Recreation	Britannia CC Re-development Phase 1 ⁽¹⁾	8	2,000,000	2,000,000			
Recreation	Britannia CC Pool and Rink Upgrades ⁽¹⁾	9	2,000,000	2,000,000			
Recreation Total			7,000,000	7,000,000	-	-	-
Park Buildings	Parks Washroom Renewal	10	1,000,000	1,000,000			
Park Buildings	Park Fieldhouse Upgrades	11	730,000	730,000			
Park Buildings	2018 Cap Mtce - Park Buildings	13	350,000	350,000			
Park Buildings	2018 Park Bldg Renos	14	250,000	250,000			
Park Buildings Total			2,330,000	2,330,000	-	-	-
REFM Grand Total			9,330,000	9,330,000	-	-	-

⁽¹⁾ Britannia CC project managed by REFM on behalf of the City. Although not the responsibility of the Park Board, the project is shown in above table as facility will provide recreational access to residents / visitors.

⁽²⁾ Capital facilities reserve

APPENDIX F - DETAILED PARK BOARD ANNUAL CAPITAL BUDGET RELATED TO REFM PROJECTS

Capital Plan Category	Project Name (Sorted by 2018 Expenditure Budget)	Appendix G Ref #	2018 Multi Year Project Budget	2018 Annual Capital Expenditure Budget (1)	2019+ Expenditures Forecast
Recreation Facilities	Kits Pool Structural and Mechanical Upgrades	1	-	2,126,000	-
Recreation Facilities	2018 Cap Mtce - Recreation Facilities	2	2,000,000	1,750,000	250,000
Recreation Facilities	Burrard Marina Upgrades	3	-	1,230,000	-
Recreation Facilities	Southeast Vancouver (Killarney) Senior Centre	4	-	1,124,000	-
Recreation Facilities	2017 Recreation Renovation	5	-	1,000,000	-
Recreation Facilities	2018 Recreation Facilities Renovations	6	1,000,000	700,000	300,000
Recreation Facilities	Marpole Community Centre Planning	7	-	600,000	1,250,000
Recreation Facilities	Britannia CC Re-development Phase 1 ⁽¹⁾	8	2,000,000	500,000	4,000,000
Recreation Facilities	Britannia CC Pool and Rink Upgrades ⁽¹⁾	9	2,000,000	750,000	1,250,000
Recreation Facilities Total			7,000,000	9,780,000	7,050,000
Park Buildings	Parks Washroom Renewal	10	1,000,000	2,400,000	400,000
Park Buildings	Park Fieldhouse Upgrades	11	730,000	1,065,000	-
Park Buildings	2017 Cap Mtce - Park Buildings	12	-	847,000	-
Park Buildings	2018 Cap Mtce - Park Buildings	13	350,000	350,000	-
Park Buildings	2018 Park Bldg Renovations	14	250,000	250,000	-
Park Buildings	2017 Park Bldg Renovations	15	-	50,000	-
Park Buildings Total			2,330,000	4,962,000	400,000
Grand Total			9,330,000	14,742,000	7,450,000

⁽¹⁾ Britannia CC project managed by REFM on behalf of the City. Although not the responsibility of the Park Board, the project is shown in above table as facility will provide recreational access to residents / visitors.

APPENDIX G - PARK BOARD CAPITAL PROJECTS DESCRIPTIONS RELATED TO REFM PROJECTS

Ref #	Service Category	Project Name	Description
1	Recreation Facilities	Kits Pool Structural and Mechanical Upgrades	The structural and mechanical upgrades to the Kitsilano outdoor pool will significantly expand the life of this much loved destination outdoor pool. This work will include removal and replacement of the pool basin membrane and repair of the pool deck structure. This project has \$0.5M in Federal funding. Construction started in October 2017 and is anticipated to be completed in Spring 2018.
2	Recreation Facilities	2018 Cap Mtce - Recreation Facilities	Ongoing maintenance of building components such as roof, mechanical, electrical, plumbing, etc. Projects will be prioritized based on building condition assessment and audits. Multi-year funding required for contract commitments. Potential projects planned for 2018 include the Champlain Community Centre, Kerrisdale arena, Sunrise Hall Roof replacements, Coal Harbour Community Centre Electric Room repairs. Hasting Community Centre fire alarm panel replacement.
3	Recreation Facilities	Burrard Marina Upgrades	Construction on the floats will be finished in the Spring of 2018.
4	Recreation Facilities	Southeast Vancouver (Killarney) Senior Centre	This project involves the design and construction of a new seniors' centre, which will be a 10,000 square foot facility added to the existing Killarney Community Centre footprint. Construction has started in 2017 with final completion anticipated in 2018.
5	Recreation Facilities	2017 Recreation Renovation	Fitness Equipment replacement for various facilities, as well as renovation projects including Creekside CC Multipurpose Room upgrade, Aberthau West Point Grey CC Storage Room and Universal Washrooms.
6	Recreation Facilities	2018 Recreation Facilities Renovations	Minor renovation/upgrades to recreational facilities including furniture, fixtures & equipment replacement. Multi-year project budget required for contract commitments. Projects to be prioritized based on user requests. Potential project for 2018 include the Whirlpool Closures (pending park board priority) and West End Community Centre Gym.
7	Recreation Facilities	Marpole Community Centre Planning	Community engagement related to the high level programming and site selection will begin in 2017. Once completed REFM will undertake full design development and construction of the new Marpole Community Centre. Detailed design with community consultation and permits is planned in 2018 with construction beginning in 2019 as part of the 2019-2022 Capital Plan.
8	Recreation Facilities	Britannia CC Re-development Phase 1(1)	New building to partially replace/renew Britannia Community Centre Facilities. Scope of Phase 1 to be confirmed through the Master Planning process, and will focus on the portion of the site which contains the swimming pool, fitness centre, the Gym C building and the information centre. Scope of work includes planning, designing, obtaining permits, and constructing the new facility as well as deconstructing the existing components. 2018 covers mainly master plan and consulting for design development on Phase 1. Multi-year funding needed for construction contract commitments.
9	Recreation Facilities	Britannia CC Pool and Rink Upgrades(1)	Facility management of Britannia pool and ice rink was transferred from Vancouver School Board to the City in summer 2017. Condition assessment is underway to prioritize building systems that require maintenance and upgrades. Multi-year funding is needed for contract commitment. Potential projects for 2018: ice plant replacement, electrical and fire safety improvements

Ref #	Service Category	Project Name	Description
10	Park Buildings	Parks Washroom Renewal	This project covers the design and construction of Park washrooms at multiple locations (Lumberman's Arch and 3rd Beach at Stanley Park, Clinton, Falaise and Jonathan Rogers Parks). The project scope includes renovation and upgrades to existing washrooms and provides additional universal washrooms at these locations. Project is in design phase with construction starting in 2018 expected to be completed in early 2019.
11	Park Buildings	Park Fieldhouse Upgrades	This project includes various field houses code improvements related to the change of occupancy and use (22 locations)
12	Park Buildings	2017 Cap Mtce - Park Buildings	This program includes construction of the Stanley park Pavilion roof replacement and upgrade.
13	Park Buildings	2018 Cap Mtce - Park Buildings	Ongoing maintenance of building components such as roof, mechanical, electrical, plumbing, etc . Projects will be prioritized based on building condition assessment and audits. Multi-year funding required for contract commitments. Potential project planned for 2018: Waterproof membrane on the Langara Golf Course mechanical room floor.
14	Park Buildings	2018 Park Bldg Renovations	Minor renovation/upgrades to park buildings. Multi-year project budget required for contract commitments. Projects planned for 2018 include concession upgrades and other park buildings, will be prioritized based on user requests.
15	Park Buildings	2017 Park Bldg Renovations	To be used for various small park building upgrades/renovations

⁽¹⁾ Britannia CC project managed by REFM on behalf of the City. Although not the responsibility of the Park Board, the project is shown in above table as facility will provide recreational access to residents / visitors.