



# **GOLF SERVICES PLAN**

## Framework

Park Board Committee Meeting  
Monday, October 30, 2023



Share information for the Board to make a decision on:

- the framework and potential funding source for the Golf Services Plan; and
- resuming access to the Golf Course Capital Reserve Fund for golf improvement projects.

# Background

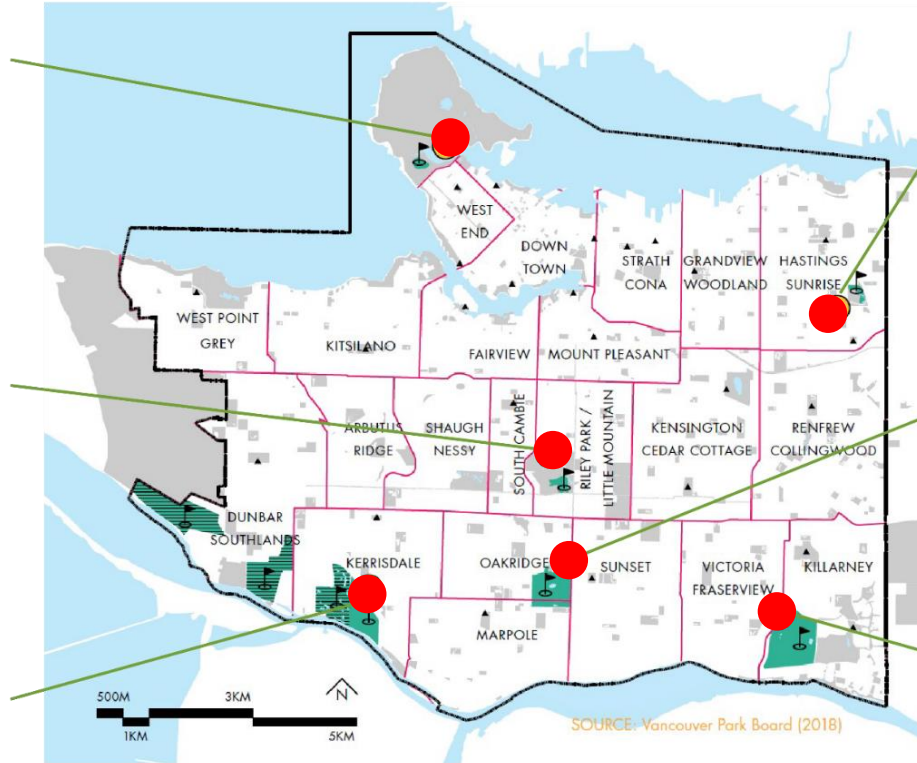


# Background: Municipal Golf Courses

**Stanley Park**  
Pitch & Putt

**Queen Elizabeth Park**  
Pitch & Putt

**McCleery**  
Golf Course

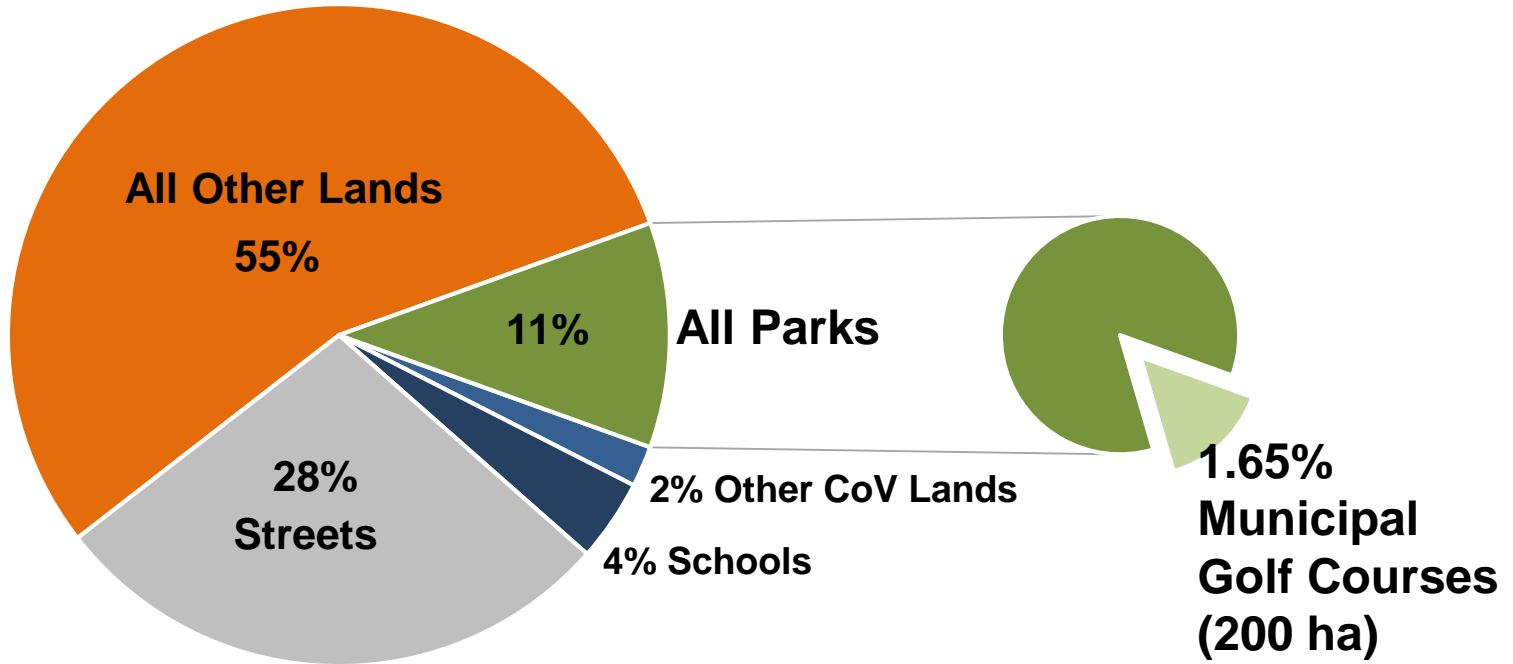


**Rupert Park**  
Pitch & Putt

**Langara**  
Golf Course

**Fraserview**  
Golf Course

# Background: Citywide Land Area Context



# Background: Citywide Policy Context



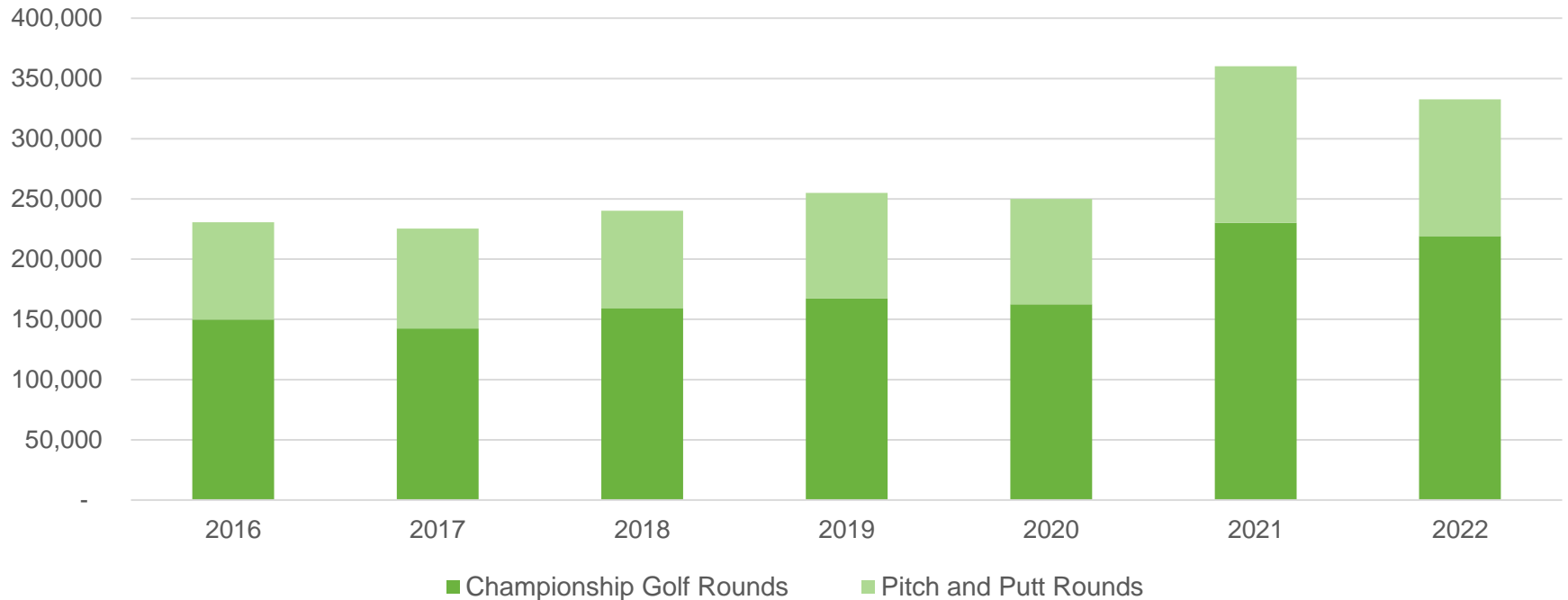
# Background: Ancillary Uses of Golf Courses and Clubhouses

- Golf retail
- Food and beverage services
- Public washrooms
- Perimeter trails
- Ponds, wetlands and wooded areas = habitat for urban wildlife



# Background: Municipal Golf Course Usage

Championship Golf and Pitch & Putt Rounds Played  
2016-2022, Vancouver Park Board Courses





# Background: Golf Revenues

- 2022 budgeted revenues, top three Park Board sources:

	2022	
Source	Revenue	% of total \$65.75M
Golf	\$11.59M	17.6%
Recreation admissions	\$11.45M	17.4%
Parking	\$8.43M	12.8%

- 2022 Golf actual gross revenues: approx. \$14 million

SOURCE: Excerpt from [“Think Big” Revenue Strategy – Report Back, July 6, 2023 Board Report](#)

# Planning for Golf



# Comparing Golf Strategy and Golf Services Plan

	<h2>Golf Lands Strategy</h2> <p>(per 2019 Board Motion)</p>	<h2>Golf Services Plan</h2> <p>(now recommended)</p>
<p>VanPlay Key Terms Definitions</p> 	<p>A <b>strategy</b> presents a long-term vision for the future.</p> <p>Creating a strategy typically involves analysis, including an audit of the current state, a needs assessment, and a gap analysis.</p> <p>Building from this, a vision for the future is co-created with the community. Strategies define principles that guide decision-making and lead to implementation.</p>	<p>A <b>plan</b> enacts strategies by outlining tasks required for implementation that are time and resource bound.</p>

# Comparing Golf Strategy and Golf Services Plan

	<b>Golf Lands Strategy</b> (per 2019 Board Motion)	<b>Golf Services Plan</b> (now recommended)
Content	Golf, parks and recreation topics	Golf and ancillary uses
Engagement	Public engagement to create a vision	Stakeholder engagement to identify opportunities
Time Horizon	15 years	10 years
Length of Planning Process	24 months	15-18 months

# Golf Services Plan – Framework

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- Action-oriented
- Time and resource-bound
- Expedited planning process
- Light touch engagement



# Golf Services Plan – Key Assumptions

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- Optimize the golf business model to align with best practices
- Explore opportunities for reconciliation and equity in golf
- Sustain and enhance current golf service levels
- Retain permanent park designation of golf lands
- Not consider redeveloping golf lands for non-park use



- A. THAT the Vancouver Park Board direct staff to proceed with development of a Golf Services Plan, generally as described in the report dated October 20, 2023, titled “Golf Services Plan - Framework”;
- B. THAT the Vancouver Park Board direct staff to resume capital and maintenance golf improvement projects, that draw from the Golf Course Capital Reserve Fund, in accordance with relevant City and Park Board spending policies; and
- C. THAT the Vancouver Park Board authorize staff to utilize the Golf Course Capital Reserve Fund as a potential funding source for the Golf Services Plan given the direct link between the Golf Services Plan and benefit to golf users.







# RECONCILIATION MISSION, VISION & VALUES

## MISSION

### Decolonize the Vancouver Park Board

The Park Board recognizes the institution's colonial history and upholds the Board's commitment to the 11 Reconciliation Strategies.

## VISION

An evolvable organization in which every employee and Commissioner recognizes the humanity in themselves by recognizing and respecting the humanity of First Peoples; and an organization that sets a worldwide example in treating Reconciliation as a decolonization process.

## VALUES

These values are your compass to help guide the way you work, interact with colleagues, external partners and the public.



### PATIENCE

Colonialism didn't happen overnight. Untangling it takes time. We will pace ourselves for the marathon, not the sprint. We will adjust deadlines to ensure things are done well and respectfully.



### CLARITY

We will focus on how colonialism functions to exclude, not on how to include.



### PRAGMATISM

All staff are inheriting a system not of our making. The Park Board Reconciliation Team (PBRT) is here to assist colleagues with examining the ways colonialism continues to damage others. Blame is unproductive.



### LEADERSHIP

We will nurture and sustain each other, demonstrating Indigenous principles in the way we function as a team.



### LEARNING

We consent to learn in public. We will make mistakes. We will sit with those mistakes, be transparent about them, and use them both to learn and to teach. Our mistakes will be diagnostic tools.

