



Date: March 3rd, 2013

TO: Board Members – Vancouver Park Board
FROM: General Manager – Parks and Recreation
SUBJECT: Food Service Update

RECOMMENDATION

That the Board approve the updated priority objectives of the 2006 Concession Strategy Study as outlined in this report.

SUMMARY

Five of the six priority objectives of the 2006 Concession Strategy https://parkboardmeetings.vancouver.ca/2006/060501/a1_concession_strategy_study.pdf are now complete, all Park Board food service operations are now consolidated in the Revenue Services group and the Park Board has approved a new Strategic Plan that includes the “Leadership in Greening” direction, “Local Food Systems” and “Sustainable Operations” objectives.

These changes, occurring since the 2006 Concession Strategy Report was approved, have created a need to update the priority objectives in the report to meet current conditions.

POLICY

The board approved the implementation strategy of the Concession Strategy Report on May 1st, 2006.

At the May 28th, 2012 meeting the Board endorsed the Strategic Framework objectives. This included the “Leadership in Greening” direction and objectives of “Sustainable Operations and “Local Food Systems.”

BACKGROUND

In January of 2006 staff received a report from the JF Group who was engaged by the Park Board to help establish a Concession Strategy. The Strategy was to result in;

- The delivery of food and beverage products and services at a quality and standard that meets or exceeds the expectations of park and beach clientele;
- Optimizing the gross revenue, profit margins and financial certainty of the Board’s concessions operations; and to

- Develop a business model that is adaptable to meet the circumstances of the various concessions locations.

The Park Board food service offerings in 2006 vs. 2013

	2006	2013
Concession operations located primarily on beach fronts.	15	13
Cafeteria style facilities at our major golf courses.	3	3
Restaurant leases throughout parks	5	10
Special occasion venues located in Stanley Park	2	2
Contribution from restaurant leases	\$921,000	\$1,864,181
Café licenses at Hillcrest Center and Van Dusen Gardens	N/A	2
Concession lease at the Aquarium	N/A	1

The Concessions Strategy Report of 2006 included a situational analysis of existing operations, a summary of concession operations from other jurisdictions, key informant input, a strategic analysis, financial implications and finally recommendations including an implementation strategy. The Board approved the implementation strategy at its meeting on May 1st, 2006. The implementation strategy provided six priority objectives;

	Complete	Incomplete
1. Pursue a lease arrangement for English Bay	√	
2. Pursue a partnership agreement for the Aquarium Plaza	√	
3. Pursue an independent operator for the western beach locations		√
4. Investigate the implications of redeveloping second beach and Sunset Beach and depending upon the outcome of these investigations, either implement the preferred option or an appropriate management alternative.	√	
5. Approach the operator of Kits Beach concession to operate the Kits Pool location.	√	
6. Modify the existing system and pursue an independent operator for the Information Booth and Lumberman's Arch.	√	

DISCUSSION

A need has been identified to update the six priority objectives as identified in the 2006 Concession Strategy report as a number of activities have taken place since the 2006 Concession Strategy report was received by the Board;

- Five of the six priority objectives completed.
- All Park Board food service operations were consolidated under the Revenue Services Group improving consistency and efficiencies through shared services.

- The Park Board Strategic Frame Work is in place with one of the directions being a “Leader in Greening” with a specific objective addressing “Local Food Systems”.
- The City of Vancouver has the “Greenest City 2020” action plan with a “Local Food” plan.

Over the past year staff visited similar concessions at the Capilano Suspension Bridge, Lynn Canyon and Rocky Point Park. In addition staff met with leaders in local food procurement at the University of British Columbia, had discussions with the Park Board Local Food Task Force, the COV’s sustainability group and other Canadian food industry professionals. In early January 2013 the Park Board Task Force met to determine draft Quickstart and longer term Actions as they related to a number of Priority Areas, including Food Procurement. Further to this, through our new semiannual workshop with our concessionaires feedback was gathered regarding public requests and suggestions. The purpose of consultation and discussions were to gather data and background upon which to update the Food Service priority objectives originally outlined in the 2006 Concession Strategy Report.

The following updated objectives recognize current conditions and plans and will provide direction regarding the food operations of the Park Board.

Priority Objective	Supports Strategic Plan Objective or Task Force Actions
1. Development of a plan for the procurement and sale of local food and more sustainable operations to meet a 40% local content goal.	3.1 Sustainable operations 4.2 Local Food Systems 2.1.1 Fresh Fruit Offerings ** 2.1.3 Local Food Procurement **
2. Continue to increase the number of healthy food options on our menu’s from 25 menu items presently to a minimum of fifty items in 2015.	1.2 Continuous Quality Improvement 2.1.6 Increase Healthy Food Options **
3. Pursue an independent operator for the bundled western beach locations.* Validate the range of options.	9.1 Strategic Asset Management 8.1 Entrepreneurial and Philanthropic Development
4. Continue to investigate the use of mobile food programs in parks.	1.2 Continuous Quality Improvement
5. Conduct a condition report assessment of current concessions to determine the remaining life and capital costs for required updates and upgrades.	8.1 Enhanced Fiscal Planning & Management (SP) 9.1 Strategic Asset Management
6. Develop an updated food service delivery model which meets the evolving needs of our park and beach users. i.e. Co-located services or specialized menu’s by location	1.2 Continuous Quality Improvement. 9.1 Strategic Asset management

*From the 2006 report **Task Force Actions

CONCLUSION

Approving the recommendations outlined in this report will provide a clear direction for our Food Service operations resulting in improvements to the overall operations while supporting the Park Board's Strategic Plan, The Local Food Task Force and the City's Greenest City 2020 action plan.

Revenue Services
Vancouver Board of Parks and Recreation