



Date: December 6, 2013

TO: Board Members - Vancouver Park Board
FROM: General Manager - Parks and Recreation
SUBJECT: 2014 Operating and Capital Budget

RECOMMENDATION

THAT, subject to Council approval, the Park Board approve

A. The 2014 Park Board Operating Budget of \$58,002,000, comprised of \$108,240,000 in expenditures and \$50,238,000 in fee and program revenues.

B. The 2014 Park Board Capital Budget of \$19.3 million as detailed in Appendix A.

POLICY

The Park Board's three year Capital Plan and its annual Capital Budgets require Board and Council approval. Council approves the fiscal envelope for the Park Board's Capital Plan and its annual Capital Budgets. Within this fiscal envelope, the Board approves the allocation to individual projects and programs.

BACKGROUND

In 2012, on Council direction, the City undertook a review of the Budget process, and has continued to refine its budgeting process based on the recommendations of that review. 2014 marks the second year that Capital and Operating budgets have been aligned. This recognizes the financial and operational linkage between the City's and Park Board's strategies and plans with the financial resources to enable those plans.

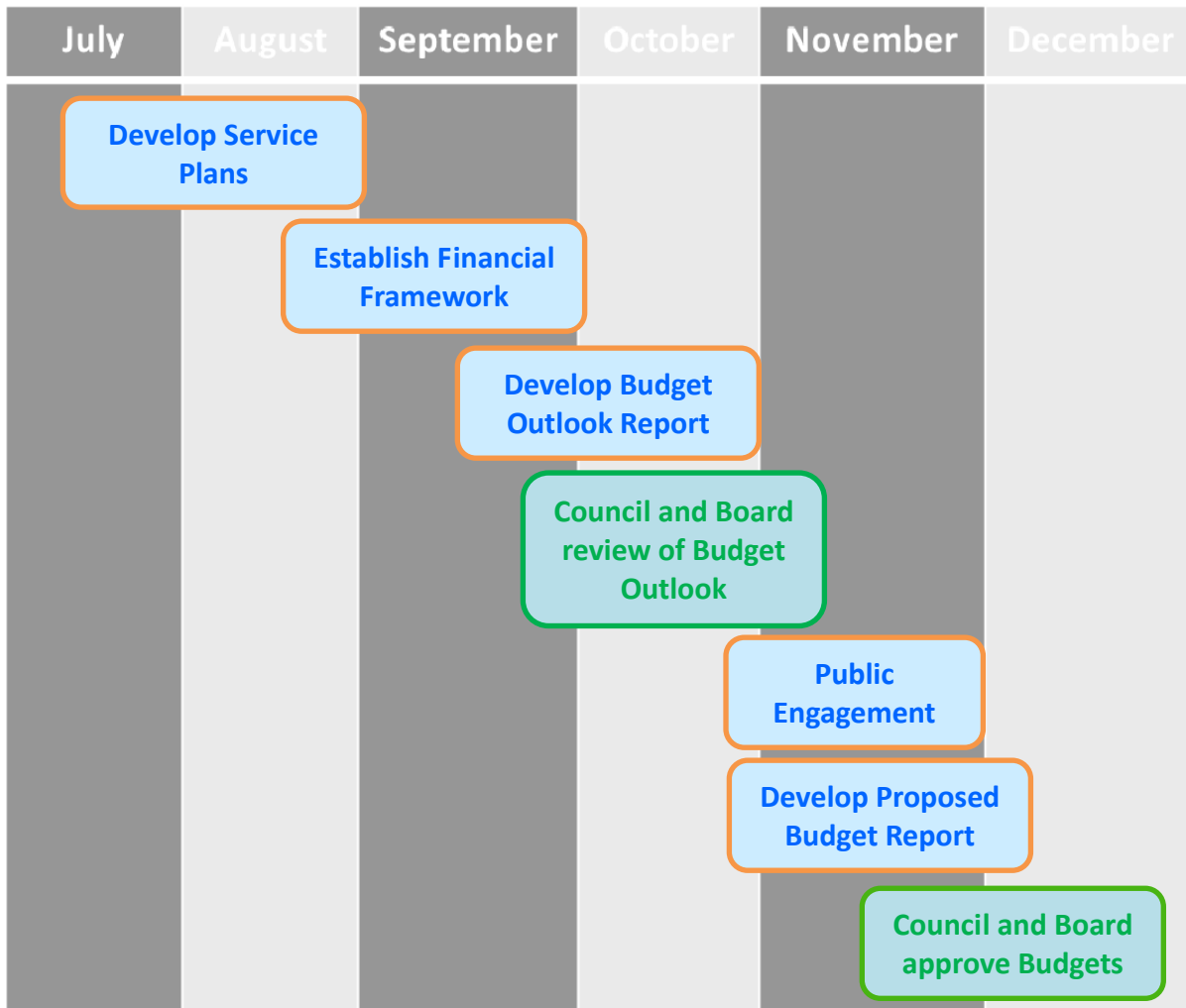
In order to balance the 2013 budget, a number of steps were taken to improve the timely and accurate reporting of financial information, including a rollout of the Business Intelligence (BI) reporting tool to provide consistent detailed operating information in order to proactively manage each business unit, as well as a monthly financial review with the Park Board Senior Management Team, to facilitate prompt management decisions that ensure a balanced budget is maintained throughout the year. The 2013 Quarter 3 (Q3) forecast indicates that these initiatives are on track and the Park Board will deliver a balanced budget for 2013.

In September 2011, Council approved the 2012-2014 Capital Plan in the amount of \$702 million. Since then, including the impact of the 2014 proposed capital budget, Council has adjusted the capital plan to advance priority initiatives by leveraging additional funding from partners, approving new projects not originally contemplated in the plan and removing projects no longer considered a priority over this time period. With the approval of the 2014 capital budget the 2012-2014 Capital Plan will be \$772 million. Of this amount, the City's 2014 annual capital budget is \$285.1 million of which \$19.3 million relates to Park Board

specific items. The Park Board's annual capital plan continues to advance the work that was approved in Council and the Board in 2011.

KEY STEPS IN THE 2014 BUDGET PROCESS

The figure below highlights the key activities (shown in blue) for consideration by Council and the Park Board (shown in green) through the annual budget process.



The multi-year financial planning framework is based on a set of guiding principles for financial sustainability and targets for financial health that guide the allocation of resources to fund service plans and the annual budget.

The Budget Outlook report provides Council with the context and factors that will influence the fiscal capacity of the city as it develops the operating and capital budgets.

Public engagement informs resource allocation consideration by staff and Council.

The Budget Report consolidates proposed capital and operating budgets accompanied by service plans and metrics for the upcoming year.

DEPARTMENT AND SERVICE ACCOMPLISHMENTS

Since its launch in July 2013, over 80,000 residents have signed up for the Park Board's OneCard. As a joint initiative between the Park Board and participating Community Centre Associations, OneCard replaces the former patchwork of over 20 membership cards required for each Community Centre Association. OneCard is a single, no-cost recreation pass designed to enable universal access. All Vancouver residents are provided access to the entire Park Board network of arenas, pools, fitness centres, and community centres, just as a library card provides access for everyone to all public libraries across the city. People of all ages are getting active and enjoying universal access to recreation in Vancouver with the new pass.

Evolving from a pilot project in 2011, the Park Board artist studio residencies program now includes over 50 artists (individuals or as part of a collective) that work out of field houses, park facilities, marinas, and community centres. In 2013, a parallel initiative began to explore a similar partnership arrangement with sport groups to occupy park buildings adjacent to sport fields.

Working with Community Centre Associations at five community centres, the Park Board has embarked on an exciting youth engagement program with the Aboriginal Life in Vancouver Enhancement Society (ALIVE). The GEN 7 program is designed to encourage Aboriginal young people to use community centre facilities and increase their engagement and involvement in the community. The program began in February 2013.

Working in partnership with the Vancouver Police Department, City Housing Relocation Officers, and the Social Services Team, the Park Board implemented a six-month trial program to help homeless people living in city parks access social services. Led by a dedicated Park Ranger liaison, the Park Board's Rangers deliver meal and shelter lists, sleeping bags, waterproof ponchos and dry socks, and build resource delivery links that benefit those most in need. The trial will be evaluated at the end of 2013.

In 2013, the City celebrated the 125th anniversary of Stanley Park. In recognition of this important milestone, over 50,000 Vancouverites and visitors attended Celebrate! Stanley Park, the largest summer festival ever held in Vancouver's "evergreen heart." The weekend was filled with over 200 performances, historical and nature tours, and sports demonstrations.

The Stanley Park Ecology Society conducted its second BioBlitz species count, revealing 337 species, 89 of them new to the life list of Stanley Park. Designed as a festival to inform and entertain, the initiative provided participants with a renewed sense of pride and relationship with the beloved park.

Staff continues to work actively with partners and the community to achieve the Greenest City 2020 Action Plan goal of ensuring that Vancouver residents enjoy incomparable access to green spaces and the world's most spectacular urban forests. Sustaining the urban forest is a Park Board priority and includes every tree in the city—on streets and in parks, public spaces, and backyards. The Urban Forest Strategy, launched in 2013, will be a catalyst for making Vancouver the World's Greenest City by 2020. Having identified directions and a work plan, work is now underway and the strategy will begin to roll out in 2014.

Investment in modern, efficient, and cost-effective equipment has transformed the way parks are maintained. In 2013, the Park Board continued to improve the maintenance of park

spaces by using new technologies and a specialized fleet. Eight new wide-area mowers were purchased in 2012 and 2013 that reduce mowing time and increase productivity by cutting wider swaths of turf and easily manoeuvring through irregular landscapes such as gardens and walkways. The mowers also mulch grass and leaves where they lie, saving labour and returning nutrients to the soil.

Acquisition, planning, design, and construction of parks and green infrastructure are core functions of the Park Board. Under the watchful eye of the Main Street Poodle sculpture, a small new park was introduced at Main Street and 18th Avenue that responds to community need and provides an environmentally sustainable urban space in a fun and creative way.

Coming out of the Hasting Park Master Plan, Creekway Park was constructed and opened, transforming a spare former parking lot into an ecologically rich and diverse landscape. The park features a daylighted stream and active transportation corridor that connects the Burrard Inlet to the Sanctuary in Hastings Park. Planning and design of Empire Field, Plateau Park and greenways were also completed, and construction will begin in 2014.

A number of other park development projects were completed in 2013. A master plan for Renfrew Ravine Park and Renfrew Community Park was developed, which provides direction for park improvements over the next 15 years. Following the removal of Jericho Marginal Wharf in 2011, beach restoration at Jericho Park returned nature to the water's edge. New playgrounds were constructed at John Hendry and Carleton parks, and ten tennis courts were renovated at Kitsilano Beach Park, which help to meet the public demand for high-quality playing surfaces and courts that meet international standards. Improvements at Burrard Marina included renovated washrooms, new kayak and canoe racks, and improved Wi-Fi. At Heather Marina, mooring slips were added, as were new power connections. Improvements to Morton Park resulted in a fresh look to the landscape while addressing the impacts of heavy foot traffic surrounding the popular A-maze-ing Laughter sculpture.

Building on existing City-based food strategies, the Local Food Assets Plan includes policy recommendations and identifies high-priority actions to expand food assets in Vancouver's parks and recreation system. To help reach the City's sustainability and urban health goals, in 2013 the Park Board completed a pilot project to sell locally sourced foods at five park concession stands. Working with other City departments, clean water sources were installed behind Kitsilano Community Centre, at Nelson Park, and at Thornton Park, improving infrastructure for Vancouver's farmers' markets.

2013 SERVICE PLAN UPDATE

The Park Board developed a new Strategic Plan for the 2013-2017 timeframe. The Strategic Framework is shown in the figure below.



In 2013, implementation focused on five key areas:

1. improved inclusivity and accessibility
2. proactive service planning and delivery
3. sustainable operations
4. improved communications and engagement
5. enhanced fiscal planning and management

Improved Inclusivity and Accessibility

Infrastructure upgrades provide opportunities for improved accessibility to parks and facilities. New playgrounds at John Hendry and Carleton parks have been built with accessible play and surfacing elements that can be more easily used by those with reduced mobility. The new Stanley Park Cathedral Trail boardwalks, built to protect and restore the area's ecological health, have allowed easier access to the forest trail for those with mobility challenges.

Proactive Service Planning and Delivery

The Park Board Strategic Plan identified universal public access and a single user card as an important public benefit goal. In 2013, the Park Board introduced the highly successful OneCard providing universal access to all recreation programs and services across the network of Park Board facilities and participating community centres. The OneCard can be loaded with any of the Park Board's Flexipass options and 10-visit passes, and also includes a built-in 50% Leisure Access Program subsidy for qualified Vancouverites with financial barriers. This accessibility to recreation services contributes to residents' improved health and wellness greater social inclusion. Designed to better serve the City's growing and diverse population, the OneCard received over 74,000 sign-ups since its launch in July 2013.

In order to continue improving parks and recreation services, the Park Board established a new Marketing and Business Development Advisory Committee to assist in identifying and assessing new marketing and business development opportunities.

Sustainable Operations

In 2013, the Park Board initiated the development of a comprehensive and long-term Urban Forest Strategy. The study, which will begin to roll out in 2014, will examine trees on public land and private property and consider all facets of tree protection, planting, maintenance, asset management, and community stewardship. The Park Board has also been moving forward with its Departmental Action Plan for Green Operations. These initiatives will help provide direction to the Park Board and the City in achieving the Greenest City goals and targets.

Reducing the carbon footprint has been longstanding priority for Park Board. In 2013, the Park Board reduced emissions for park vehicles by 51 tonnes (4%), which results in a 19% reduction over 2007.

Improved Communications and Engagement

Master plan consultation processes in 2013, including those for Renfrew Ravine and Renfrew Community Park, Hillcrest and Riley parks, and John Hendry Park, engaged hundreds of citizens in processes in which they could think about and share their ideas with park planners and designers about these important green spaces.

Working together with the City's Public Engagement office, Park Board staff continued to build on its commitment to engage, listen, obtain feedback, and respond to residents with the expanded use of online and digital tools. The City website, which offers user-friendly access to consultation materials and online questionnaires, has resulted in increased community participation in public consultation processes beyond the traditional open house format.

By connecting with an ever-growing number of citizens through social media—3000 new Facebook and Twitter followers over the last year—the Park Board is expanding its communication reach to a broader range of residents.

Enhanced Fiscal Planning and Management

In 2013, a search began to source a replacement for the outdated Safari recreation management software system. The new system will improve the patron program registration experience as well as system functionality and reliability.

The Park Board has introduced a new business intelligence tool to improve accessibility of the standardized monthly financial reports that enable Park Board staff to proactively manage their budgets. A key focus this year has been on establishing and defining metrics and service delivery targets.

Building on improvements over the last several years, staff will continue to focus on attendance management by acknowledging and recognizing good attendance, coaching, offering assistance, and ensuring employees are aware of informal and formal opportunities for support.

The Park Board will continue to focus on these five priority areas in 2014.

PLANS FOR 2014

Recreation Programming Service

In 2014, working jointly with Community Centre Associations, the Park Board will continue to improve service delivery, guided by four strategic principles:

- access to a network of community centres
- access for all citizens
- equity among community centres
- operational sustainability and accountability

Access to a Network of Community Centres

The OneCard is now accepted at all Park Board arenas, pools, and fitness centres, and at 18 participating community centres. The Park Board will continue to work toward increasing access across the network of community centres in the city, including universal acceptance of OneCard at all centres. Park Board will continue to promote, distribute, expand, and add value to the OneCard, which makes it easier for residents to participate in recreation programs and services across the city.

Access for All Citizens

The Leisure Access Program allows Vancouver residents who are in financial need to access basic recreation programs at Park Board facilities at reduced cost. In 2013, there was an increase in the number of cards issued (to 12,500) and increased use of arenas and pools by those with Leisure Access cards. In 2014, it is anticipated that, with the growth of OneCard enrollment, participation in the program will continue to increase.

Equity Among Community Centres

Park Board will continue to work with Community Centre Associations and other stakeholders to develop and implement core recreation programs at community centres across the City. We will complete a needs-based assessment in all communities, and develop and implement a mechanism to redistribute resources among the network of community centres.

Operational Sustainability and Accountability

The Park Board continues to work with Community Centre Associations to ensure a sustainable, accountable, and transparent operating relationship is in place. The Park Board wants to ensure that the network of community centres is optimized to best serve all residents.

Safari Replacement

In 2014, a new recreation management software system will be introduced, replacing the current and outdated Safari system. The new system will provide significant advances in system capacity, user experience, customer relationship management, marketing, payment flexibility, data reporting, and other areas.

Access to Recreation Facilities Service

In 2013, the Park Board measured increases in the number of facility hours available for arena and sport facility permitting and usage and the number of enrolments in learn-to-swim programs. In 2014, staff will continue to review and improve service standards for city-wide recreation services by completing a fitness service plan and establishing practices to optimize usage of permitted facilities, while ensuring a consistent patron experience across the network of city pools, arenas, and fitness centres.

In 2014, the Park Board will focus on market-based services for parks and recreation, including golf, parking, leases and concessions, marinas, and other attractions. The goal will be to optimize the use of Park Board assets to maximize net revenue while providing high-quality service.

Beginning in the fall of 2013, the three pitch and putt courses will remain open throughout the year to offer full services during the summer season and provide weather-permitting open community access with reduced services during the winter season. The development of a mobile golf application is also underway. The app, which will be launched January 1, 2014, will provide the Park Board with a mechanism to quickly alert customers during slow periods and inform them of available tee times and discount offers, and provide a real-time booking function. The app will provide digital scorekeeping, professional tips, and GPS, adding product value for the customer. Staff will continue to analyze golf course supply and demand with a view to implementing further efficiencies and improved user experience.

Parks and Natural Areas Service

In 2014, we will focus on how the Park Board plans, designs, and builds parks and green infrastructure and transforms the way they are maintained. The goal is to drive efficiencies, manage change, and focus on sustainable operations all without compromising our service levels.

In keeping with the Hastings Park Master Plan, which was completed in 2013, in 2014 Empire Fields will be rebuilt with an additional artificial turf field that will provide greater opportunity for improved sport play. Plateau Park, which will highlight fun, play, and movement, will be constructed along with greenway paths. The Hillcrest and Riley Parks Master Plan is also now complete, and construction of a new playfield, community lawns, trails, and urban agriculture spaces are set to begin.

The John Hendry (Trout Lake) Master Plan is now underway and will continue into 2014 with the development of a 10- to 15-year outlook for improvements to the park. A parallel study on stormwater quality will assess water quality treatment options, watercourse enhancement, stormwater inflows, and enhanced recreational use of Trout Lake.

Planning will commence on the development of two new parks: a mini-park at 17th Avenue and Yukon Street in Mount Pleasant, and a neighbourhood park at Richards Street and Smithe Street in Downtown South.

Construction will begin on a new park at 6th Avenue and Fir Street, which will offer passive recreation and children's play opportunities in this increasingly residential part of the Fairview neighbourhood.

In 2014, the City and Park Board will roll out the Urban Forest Strategy, which will provide tools for growing and maintaining a healthy and resilient urban forest for future generations. In 2013, the Park Board planted 10,000 new trees, including 250 fruit or nut trees, and in 2014 there will be 10,600 additional trees planted (a three-fold increase over 2011) on both private and public property. In 2013, Park Board identified canopy coverage as the metric to be used to calculate the amount of benefit provided by a tree or an urban forest. Canopy cover is the area of land covered by tree canopies (leaves). The canopy coverage metric tracks pollutants filtered, carbon dioxide absorbed, rainwater intercepted, and habitat provided.

Five environmental management strategies are underway that will help us to meet the Greenest City goals. In addition to the Urban Forest Strategy, many other plans (Biodiversity Strategy, Green Operations Plan, Bird Friendly Strategy, Local Food Action Plan) will provide direction for planning and provision of sustainable practices and operations.

Park Board staff will form an evaluation team to continue to review horticulture and turf standards. These reviews will inventory and evaluate assets, with an eye to increasing sustainable practices and operational efficiencies, and planning maintenance activities.

In the coming year, Park Board will undertake the first phase of a Playground Study, which will inventory and review existing children's playgrounds for accessibility, safety, and adherence to Canadian Standards Association standards, and will lead to a comprehensive strategy for compliance across the city.

Looking forward to 2015 and 2016, the Park Board will continue to optimize the community centre network, working together with Community Centre Associations to provide high-quality service to all Vancouverites.

In partnership with citizens, businesses, and other stakeholder groups, the Park Board will move forward with the recommendations coming out of the Urban Forest Strategy in the areas of tree protection, planting, maintenance, asset management, and community stewardship.

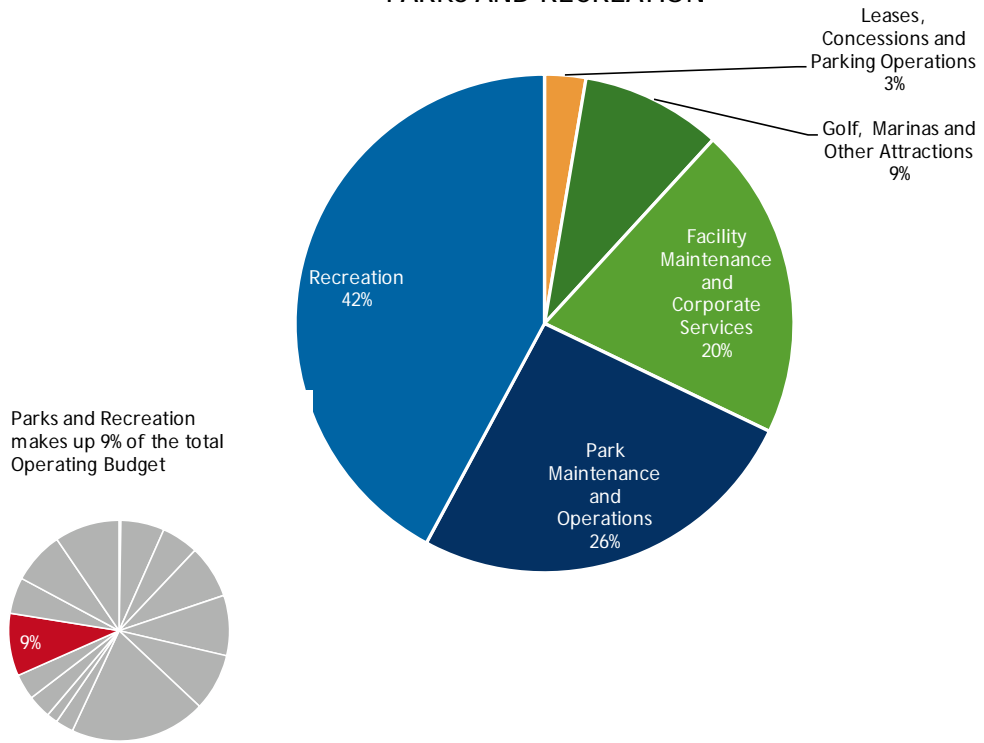
Vancouver is pleased to have been selected as a host city for the FIFA Women's World Cup 2015. The City will host the final games as well as other games during the tournament. The Park Board will leverage the City's host city status to improve access to sport for girls and women in Vancouver.

DISCUSSION

This report details the proposed 2014 Operating Budget, represented in the new functional service structure implemented in 2012. It also provides the details for the 2013 Capital Budget.

2014 Operating Expenditures

2013 OPERATING EXPENDITURES PARKS AND RECREATION



Year-over-Year Budget Changes

Major Category (\$ million)	2014 Proposed Budget	2013 Restated Budget	Net Change (\$)	Net Change (%)
Revenues				
Program				
Recreation (rinks, pools, fitness)	17.3	17.3	-	0.0%
Marinas and other attractions	7.7	7.3	0.3	4.4%
Golf	9.1	8.8	0.3	2.8%
Leases and Concessions	6.0	5.8	0.3	4.8%
Other	0.4	0.4	(0.0)	-0.1%
Parking				
Parks	5.9	5.2	0.7	13.1%
Cost Recoveries, Grants and Donations				
Parks and Recreation	3.9	3.8	0.1	1.8%
Total Revenues	\$ 50.2	\$ 48.6	\$ 1.6	3.3%
Expenditures				
Recreation	45.6	44.2	1.4	3.2%
Park Maintenance and Operations	27.9	27.4	0.4	1.5%
Facility Maintenance and Corporate Services	22.0	21.7	0.3	1.4%
Golf, Marinas and Other Attractions	9.9	9.9	-	0.0%
Leases, Concessions and Parking Operations	2.9	2.7	0.2	5.6%
Total Expenditures	\$ 108.2	\$ 105.9	\$ 2.3	2.2%
Net Operating Budget	\$ (58.0)	\$ (57.3)	\$ (0.7)	1.3%

Note: Amounts have been rounded

Explanation of Changes: Revenue

As noted in the table above, the proposed revenue budget increase for 2014 is \$1.6 million or 3.3% compared to the approved 2013 Budget.

There are two key drivers for the increase in the Park Board's revenue budget: \$1.0 million results from changes to fees and charges and the remaining \$0.6 million is a result of anticipated increases in the usage of our facilities and services.

Recreation fees for admission at arenas, pools, and fitness centres run by the Park Board are expected to generate an additional \$0.2 million in 2014 based on an average fee increase of 1%.

Golf revenue is budgeted to increase by \$0.3 million, reflecting increased utilization during low use periods. The budgeted increase in rounds will be driven by improved awareness of available times and price discounts generated via a new golf app launching in 2014.

The increase in the revenue budget for attractions relates to two winter events: the annual Bright Nights event in Stanley Park and the Festival of Lights at VanDusen Botanical Garden. The increase in fees for Bright Nights helps offset the cost of providing a new free shuttle service during the Ghost Train and Bright Nights in Stanley Park. The increase in revenue budget at VanDusen Botanical Gardens reflects the improved attendance experienced during the 2013 Festival of Lights event.

Lease and concession budget increases reflect the annualized impact of new lease agreements with the Tap & Barrel at Creekside and the Cactus Club in English Bay, while parking budget increases result from price changes driven by market reviews of local parking rates.

Explanation of Changes: Expenses

The 2014 expense budget is proposed to increase by \$2.3 million or 2.2% compared with 2013.

The key drivers for budget changes are funding for fixed cost increases, adjustments for costs associated with increased revenue, investments in programs, and productivity initiatives.

Fixed cost increases for wages and benefits total \$2.1 million, reflecting negotiated increases in employment agreements. Other fixed cost increases provide \$0.4 million for anticipated utility cost increases, while adjustments for rent, insurance, equipment, and other costs have been included and result in a net decrease of \$0.2 million.

In addition to the above fixed cost increases, budgets have been increased by \$0.2 million to reflect increased commissions and other costs associated with increased revenue targets.

Investments for future growth and service initiatives continue to be made, with \$0.3 million budgeted for increased transactional fees associated with the replacement of the recreation management software system. The new software will improve the customer program registration experience through increased system functionality and reliability.

The above budget increases are partially offset by ongoing productivity initiatives totalling \$0.8 million. The Park Board continues to focus on transforming the way our parks are maintained. Examples of 2014 initiatives include a fleet reduction target, productivity improvements in golf, park, and facility maintenance, savings from reduced winter services at pitch and putts, and general workforce productivity improvements to be achieved through management of vacancies and workforce attrition.

In addition, the Parks and Recreation budget contains retroactive wage increases related to collective agreements concluded in 2013.

Notable Capital Projects

The following table summarizes some of the noteworthy projects that the Park Board is involved in or will commence in 2014. A complete list of all capital projects for 2014 is included in Appendix A and B of this document.

Project Name (\$ million)	Total Project Budget	Prior Year's Spend to End of 2012	2013 Expenditure Forecast	2014 Budget	Future Year's	Total Projected Spend
Parks and Recreation						
Urban Forestry	Ongoing, annual program funding	Ongoing, annual program funding	1.1	1.8	Ongoing, annual program funding	Ongoing, annual program funding
Playgrounds, Tennis, Playfields and Pathways in Parks	Ongoing, annual program funding	Ongoing, annual program funding	0.8	1.2	Ongoing, annual program funding	Ongoing, annual program funding
Greening of Hillcrest and Riley Parks	Ongoing, annual program funding	Ongoing, annual program funding	0.2	1.6	Ongoing, annual program funding	Ongoing, annual program funding
Empire Fields, Plateau and Greenways	10.5	0.0	1.4	9.1	0.0	10.5
Community Centre Facility Upgrades	2.0	0.0	1.0	1.0	0.0	2.0

One of the Greenest City 2020 Action Plan's Access to Nature goals is to plant 150,000 new trees by 2020. In 2013, Park Board planted 10,000 trees on public and private property. With the rollout of the Urban Forest Management Plan in 2014, and to meet our targets, this number will increase annually.

The annual funding program for park activity features includes renovated playgrounds, construction of a new spray park to reduce potable water use, refurbished tennis court surfaces in East Vancouver, and upgrades to Hastings Community Park to support championship play.

The construction of improvements on several sites including the grounds of the former Percy Norman Pool, Riley Park Community Centre, and Vancouver Curling Club at Hillcrest and Riley parks will begin in 2014 and include a new playfield, green space, urban agriculture, and tree planting with a focus on bird habitat.

The Park Board continues to deliver projects in the Hastings Park Master Plan, including the return of Empire Fields, construction of Plateau Park, and 3.25 km of new greenways

connecting Hastings Park to the recently opened Creekway Park and New Brighton Park on Burrard Inlet.

The Park Board is allocating \$1 million to minor facility improvements in community centres across the city.

Budget Trend Table

The following table summarizes the year-to-year budget figures from 2010 to 2013 and the 2014 proposed budget.

Major Category (\$ million)	2010B	2011B	2012B	2013 Budget*	2014 Proposed Budget
Revenues					
Program					
Recreation (rinks, pools, fitness)	10.6	11.1	14.7	17.3	17.3
Marinas and other attractions	6.3	6.8	6.3	7.3	7.7
Golf	11.2	11.7	11.6	8.8	9.1
Leases and Concessions	5.4	5.7	5.5	5.8	6.0
Other	2.2	1.0	0.8	0.4	0.4
Parking					
Parks	4.3	4.6	4.6	5.2	5.9
Cost Recoveries, Grants and Donations					
Parks and Recreation	2.2	4.0	4.3	3.8	3.9
Total Revenues	\$ 42.2	\$ 44.8	\$ 47.9	\$ 48.6	\$ 50.2
Expenditures					
Recreation	36.9	39.6	41.0	44.2	45.6
Park Maintenance and Operations	28.2	27.8	26.0	27.4	27.9
Facility Maintenance and Corporate Services	23.2	19.8	22.3	21.7	22.0
Golf, Marinas and Other Attractions	10.4	9.9	11.3	9.9	9.9
Leases, Concessions and Parking Operations	3.2	3.2	3.3	2.7	2.9
Total Expenditures	\$ 101.8	\$ 100.4	\$ 103.8	\$ 105.9	\$ 108.2
Net Operating Budget	\$ (59.5)	\$ (55.6)	\$ (55.9)	\$ (57.3)	\$ (58.0)
Capital Budget	\$ 103.3	\$ 52.8	\$ 18.7	\$ 20.2	\$ 19.3

* Note: The 2013 Operating Budget has been restated for re-organizations between departments to be comparable with 2014.

Employee Trend Tables

Parks	2008	2009	2010	2011	2012	2013F
Regular Full Time Staff (Average)	710	709	714	694	665	649
Total Straight Time Hours Paid for All Staff, excluding Overtime	2,218,967	2,403,190	2,236,229	2,236,633	2,172,306	2,179,886

FTE reductions can be explained by attrition and the transfer of work and associated staff to support city-wide shared service initiatives.

Department Service Metrics

Parks and Green Spaces

The Urban Forest Strategy will be an integral part of meeting the challenge of the Greenest City goals.

The Park Board continues to beautify parks and green spaces with ornamental plantings and by planting additional trees, especially fruit trees. While the number of annuals planted has been reduced, the Park Board’s focus on planting perennials is part of a more sustainable strategy.

In 2013, Park Board identified canopy coverage as the metric to be used to calculate the amount of benefit provided by a tree or an urban forest. Canopy cover is the area of land covered by tree canopies (or leaves). The 17% shown in the table below is a preliminary estimate and the Urban Forest Strategy will work to confirm a final baseline percentage.

Service	Metric Type	COV Metric	2009	2010	2011	2012	2013F
Parks and Natural Areas	Quantity	Hectares of park space	1300.89	1304.78	1304.78	1305	1307.8
		New Fruit Trees Planted	34	55	42	250	250
		Non-fruit trees planted	3,212	2,543	3,487	6,136	9,750
		Trees Maintained	18,753	19,454	19,689	19,934	20,434
		# of annuals planted	NDA	593,670	565,400	526,000	515,000
	Quality	% of canopy coverage	NDA	NDA	NDA	17%	17%
		% of land base within 5 minutes walk to green space	NDA	92.60%	92.60%	92.60%	92.70%

Access to Recreation Facilities

Between 2009 and 2013, Park Board increased available hours for arenas and pools by adding to City facilities. The popularity of these activities was shown by a rise in the number of participants, which continues to be reflected in the 2013 forecast metrics. There is a continued increase in participation in the Leisure Access Program for low-income residents, reflecting a need in the community for affordable recreation and improved awareness about the program. With widening distribution and the added value of the OneCard, the Park Board can anticipate future growth in the low income Leisure Access Card (LAC) uptake.

Service	Metric Type	COV Metric	2009	2010	2011	2012	2013F
Access to Recreation Facilities	Quantity	# of Low Income Access Cards issued (LAC)	11,149	12,387	12,378	12,149	12,500
		% of LAC eligible residents in Vancouver (LICO)	NDA	NDA	8%	8%	8%
		# of participants / attendees for pools	1,331,625	1,831,124	2,678,220	2,803,591	2,880,000
		LAC usage for pools	327,703	364,595	412,355	443,256	460,000
		% of LAC total usage pools	25%	20%	15%	17%	16%
		# of facility hours available for indoor pools	31,200	34,640	39,720	39,720	39,720
		# of participants for rinks (total attendance, excluding rentals)	263,700	286,330	289,958	288,280	290,000
		LAC usage for rinks	6,144	7,350	9,904	9,057	10,000
		% of LAC total usage rinks	2%	3%	3%	3%	3%
		# of facility hours available for rinks (incl. dry floor)	39,230	43,700	48,550	45,180	47,000
		# of hours of outdoors sport facility usage	128,782	135,155	144,888	138,748	140,000
		# of outdoor sport facility permits	1,088	1,110	1,395	1,449	1,475
	Quality	# of swims per capita - indoor pools (admissions, lessons, rentals)	2.24	3.06	4.44	4.64	4.75
		# of lifeguard interventions per 1000 swims	9.9	9.8	7.8	9.0	9.0
		Average annual utilization rate (usage per hour for rinks)	NDA	NDA	NDA	59%	61%

Recreation Programming

As the Park Board continues to promote, distribute, expand, and add value to the OneCard, which makes it easier for residents to participate in recreation programs and services across the city, it is anticipated the participation in recreation classes and programs will show a greater increase in coming years.

Service	Metric Type	COV Metric	2009	2010	2011	2012	2013F
Recreation Programming	Quantity	# of recreation classes offered across network of community centres	NDA	NDA	NDA	22,098	22,100
		average # of recreation classes offered per community centre	NDA	NDA	NDA	960	960
		Average # of registrants per community centre class	NDA	NDA	NDA	7.84	7.84
		Registrants in community centre programmes	NDA	NDA	NDA	173,297	173,300
	Quality	# of enrollments in learn-to-swim programs	42,970	45,200	49,710	52,363	53,000

SUMMARY

The purpose of this report is to present the Operating Budget final estimates of revenue and expenditures for 2014 to the Park Board for approval; and to request Board approval of the 2014 Capital Budget which includes new Capital programs/projects and associated funding requests, and 2014 capital expenditures for continuing (carry forward) programs/projects.

The Park Board proposed Operating Budget includes total expenditures of \$108.2 million, an increase of \$2.3 million or 2.2% over the 2013 approved budget. This expenditure budget increase is to be funded through a \$1.6 million increase in fee and program revenues, and \$0.7 million funded from tax-based revenue.

The Operating Budget for 2014 is a balanced budget that takes into consideration the results of the 2013 Q3 forecast as well as the costs of new programs and services and increased fixed expenses. Both Operating and Capital budgets are focused to support the strategic directions, goals and objectives of the Board's 2012-2018 Strategic Plan that was the result of an extensive public and staff consultation.

Prepared by:
 Revenue & Corporate Services
 Vancouver Board of Parks and Recreation
 Vancouver, BC
 /ts

Appendix A - Capital Expenditure Budget by Service Category/Program/Project

Service Category/Program/Project	Description	Deliverables	New Funding Requests	2014 Budget	2015 Forecast	Timing Uncertain	Total
New Requests							
Community Recreation Facility Minor Upgrades	An annual \$1M fund for minor upgrades to Community Recreation Facilities.	Minor capital upgrades to Community Recreation Facilities as determined by Community Associations.	1,000,000	1,000,000	0	0	1,000,000
Project Management and Overhead costs	Project management and overhead costs for Park Board facility related capital projects and programs.	Project management and overhead costs for Park Board facility related capital projects and programs.	416,666	416,666	0	0	416,666
Planning & Research Studies	To prepare planning and research studies as determined by the Park Board.	The Park Board is planning to develop a specialized toolkit to enable the delivery of high quality, age appropriate core programs which will be offered across the city's network of community centres. The planning and research monies are also for other emerging Board priorities.	235,000	100,000	135,000	0	235,000
01. Community Facilities Total			1,651,666	1,516,666	135,000	0	1,651,666
Phase One - Seaside Greenway Improvements	New and Improved pathways in Kitsilano as per Board decision of October 7, 2013.	Phase One of the Seaside Greenway is a 1.4 km route in Kitsilano.	2,200,000		0	2,200,000	2,200,000
Park Renewal - Major Projects	Continuation of the greening of Hillcrest and Riley Parks. Prepare master plans for John Hendry Park/Trout Lake and Sunset Park.	Construction work will start in 2014 and be completed in 2015 at Hillcrest and Riley Parks. The construction work includes the greening of the former Vancouver Curling Club, Riley Park Community Centre, and Percy Norman Pool sites. John Hendry Park and Sunset Park improvements will be determined through a planning process including the creation of their master plans.	1,600,000	1,100,000	500,000	0	1,600,000
Playland Amusement Park Renewal	Renewal and expansion of Playland to support the goals of the Hastings Park/PNE Master Plan: to improve Playland market penetration and increase revenue for the PNE to ensure financial sustainability of Hastings Park. This project will see the initial detailed design and construction documents for the first phase of construction - the renewal of Playland's current footprint as defined by the Playland Master Plan.	The key deliverables is the design and construction documents for a renewed and expanded Playland. The key milestone is the completion of design and construction documents work in 2014 with construction (funding from a difference source) to follow in Playland off-season 2014-15 and 2015-16.	1,100,000	500,000	600,000	0	1,100,000
Project Management and Overhead costs	Project management and overhead costs for park related capital projects and programs.	Project management and overhead costs for Capital Projects and Programs.	1,087,334	1,087,334	0	0	1,087,334
Replacement of Existing Activity Features in Parks	The replacement and upgrades to activity features in parks including playgrounds, pathways, tennis courts and sport fields.	In 2014 the playgrounds in Nanaimo and McBride parks will be replaced. Renovations will be done on pedestrian pathways in Stanley Park, tennis courts in East Vancouver and The Hastings Community Little League baseball diamonds.	656,666	656,666	0	0	656,666
New Activity Features in Parks	The addition of new skateboarding facilities, new/upgrades to universal access features, off-leash dog parks and wading pools.	A new water spray area in Pandora Park will be designed and constructed which will replace the existing wading pool. Planning and design will begin for a new skateboard facility, more accessibility improvements and dog off leash areas.	580,000	355,000	225,000	0	580,000

Appendix A - Capital Expenditure Budget by Service Category/Program/Project

Service Category/Program/Project	Description	Deliverables	New Funding Requests	2014 Budget	2015 Forecast	Timing Uncertain	Total
Replacement of existing street trees	To plant new trees on City boulevards to replace dead trees.	In 2014 a total of 10,600 new trees will be planted as part of achieving the Greenest City Action Plan goal of 150,000 new trees by 2020. These trees will be planted along streets, in parks/public land and on private property.	543,208	543,208	0	0	543,208
Access to Nature and New Community Gardens in Parks	A variety of initiatives to give the public more access to nature including the planting of new trees in parks and private land, biodiversity projects and to develop new community gardens.	In 2014 a total of 10,600 new trees will be planted as part of achieving the Greenest City Action Plan goal of 150,000 new trees by 2020. These trees will be planted along streets, in parks/public land and on private property. In addition 5 new community gardens will be established in parks and a Request For Proposal for a food forest feasibility study will be issued.	480,000	480,000	0	0	480,000
Urban Forestry	To plant new trees as part of the City's 2020 Greenest City Action Plan initiatives.	In 2014 a total of 10,600 new trees will be planted as part of achieving the Greenest City Action Plan goal of 150,000 new trees by 2020. These trees will be planted along streets, in parks/public land and on private property.	410,000	410,000	0	0	410,000
New Street Trees	To plant new trees on city streets and boulevards.	In 2014 a total of 10,600 new trees will be planted as part of achieving the Greenest City Action Plan goal of 150,000 new trees by 2020. These trees will be planted along streets, in parks/public land and on private property.	366,666	366,666	0	0	366,666
Replacement or Upgrade to Existing Natural features in Parks	The ecological restoration of Beaver Lake, Beaver Creek and the surrounding area.	The project planning for Beaver Lake is currently underway and the consultant study will be completed 2014. This study will assist in determining the goals for 2015.	300,000	50,000	250,000	0	300,000
Planning and research studies for parks	Planning and research studies that guide the service delivery and system-wide park planning.	A current priority for 2014 is a CSA playgrounds study to review existing playgrounds for safety and structural compliance with CSA regulations. Other identified priorities for 2014 include system-wide parks study, recreation services study (including track and field, field sports and tennis) and emerging Park Board priorities.	225,000	225,000	0	0	225,000
Stanley Park Forest Enhancements	Forest naturalization and other environmental restoration work in in Stanley Park.	To maintain the replanted forest, naturalized areas and other environmental restoration work in Stanley Park.	130,000	130,000	0	0	130,000
Upgrade of waterfront walkway - bikeway	To upgrade the Stanley Park Bikeways.	To work on the priority improvements identified in the Board approved Stanley Park Cycling Plan.	100,000	100,000	0	0	100,000
New Park Construction	A new park is to be planned at a Downtown South park site.	Initial planning and design work is to begin on the new Downtown South Park.	100,000	100,000	0	0	100,000
Existing Natural Features	Annual sandstone cliff scaling and vegetation management in Stanley Park.	Final year of 3 year Stanley Park cliff scaling maintenance contract for the safety of seawall users.	60,000	60,000	0	0	60,000
Enhancements to Infrastructure in Parks	Upgrades to irrigation systems	To increase efficiencies and reduced potable water use.	45,000	0	45,000	0	45,000
Access to Nature - tree planting program	The access to nature program will encourage planting of trees on private property.	In 2014 a total of 10,600 new trees will be planted as part of achieving the Greenest City Action Plan goal of 150,000 new trees by 2020. These trees will be planted along streets, in parks/public land and on private property.	30,000	30,000	0	0	30,000
New Community Projects in Parks	The Neighbourhood Matching Fund for non-profit community based organizations.	The Neighbourhood Matching Fund provides reimbursement funding to non-profit community based organizations to design and deliver small community based arts and greening projects on public land in the City of Vancouver. Approximately 10 projects per year are selected and supported through the Neighbourhood Matching Fund.	45,000	0	45,000	0	45,000

Appendix A - Capital Expenditure Budget by Service Category/Program/Project

Service Category/Program/Project	Description	Deliverables	New Funding Requests	2014 Budget	2015 Forecast	Timing Uncertain	Total
Capital Maintenance of Existing Public Art	Professional assessment, repair or restoration, and reinstallation of Arboriginal arts works donated by VANOC after the Winter Games.	All three works to be repaired and installed by the end of 2014.	30,000	30,000			30,000
02. Parks and Open Spaces Total			10,088,874	6,223,874	1,665,000	2,200,000	10,088,874
Total New Requests			11,740,540	7,740,540	1,800,000	2,200,000	11,740,540
Continuing Projects							
Hillcrest and Riley Park (P-01a)				144,722			144,722
Facility Studies 2011 (R-01i)				115,846			115,846
Computer Systems (R5a)				11,798			11,798
01. Community Facilities			0	272,366	0	0	272,366
Hastings Park Greening				9,081,887			9,081,887
2012-14 Cap Maintenance/Replacement of Existing Activity Features				572,253			572,253
Park Land Development				543,340			543,340
2012-14 Park Renewals - Major Parks				452,238			452,238
2012-14 New/Enhanced Activity Features in Parks				226,203			226,203
2012-14 Planning and Research - Parks				169,558			169,558
2012-14 New Community Projects in Parks				83,827			83,827
Development of New Parks				75,000			75,000
Grass Playfields				49,566			49,566
2012-14 Cap Maintenance of Existing Public Art				35,918			35,918
Computer Systems Upgrade				21,018			21,018
Neighbourhood Matching Fund				13,827			13,827
2012-14 Conversion Streets to Mini-Parks					583,477		583,477
Park Land Acquisition						2,158,145	2,158,145
02. Parks and Open Spaces Total			0	11,324,636	583,477	2,158,145	14,066,258
Total Continuing Projects			0	11,597,003	583,477	2,158,145	14,338,624
Total of New Requests + Continuing Projects			11,740,540	19,337,543	2,383,477	4,358,145	26,079,164

Appendix B - New Capital Project Funding Request by Service Category/Program/Project

Service Category Project/Program	New Funding Requests	Capital from Revenue	Borrowing Authority	Special Purpose Reserves	DCL City Wide	CAC	Operating Expense Chargeouts
Playland Amusement Park Renewal	1,100,000	0	1,100,000	0	0	0	0
Emerging Priorities	1,000,000	1,000,000	0	0	0	0	0
Project Management and Overhead	416,666	416,666	0	0	0	0	0
Planning & Research - Recreation Facilities	235,000	235,000	0	0	0	0	0
01. Community Facilities Total	2,751,666	1,651,666	1,100,000	0	0	0	0
Phase One - Seaside Greenway Improvements	2,200,000	0	0	0	2,200,000	0	0
Park Renewal - Major Projects	1,600,000	0	844,000	0	756,000	0	0
Overhead	1,087,334	831,000	0	0	256,334	0	0
Replacement of Existing Activity Features	656,666	0	656,666	0	0	0	0
Activity Features in Parks	580,000	0	0	0	580,000	0	0
Replacement of existing street trees	543,208	0	0	0	0	0	543,208
Access to Nature and New Community Gardens in Parks	480,000	0	0	0	480,000	0	0
Urban Forest Strategy	410,000	410,000	0	0	0	0	0
Street Trees - New	366,666	366,666	0	0	0	0	0
Replacement or Upgrade to Existing Natural features in Parks	300,000	0	0	0	300,000	0	0
Planning & Research - Parks	225,000	0	0	0	225,000	0	0
Stanley Park Forest Enhancements	130,000	0	0	130,000	0	0	0
Upgrade of waterfront walkway - bikeway	100,000	0	0	0	100,000	0	0
New Park Construction	100,000	0	0	0	0	100,000	0
Existing Natural Features	60,000	0	60,000	0	0	0	0
Enhancements to Infrastructure in Parks	45,000	0	45,000	0	0	0	0
New Community Projects in Parks	45,000	0	45,000	0	0	0	0
Capital Maintenance of Existing Public Art	30,000	30,000	0	0	0	0	0
Access to Nature - tree planting program	30,000	30,000	0	0	0	0	0
02. Parks and Open Spaces Total	8,988,874	1,667,666	1,650,666	130,000	4,897,334	100,000	543,208
Total New Funding Requests	11,740,540	3,319,332	2,750,666	130,000	4,897,334	100,000	543,208