



Vancouver Board of Parks and Recreation

OneCard - Enhancing Access for Vancouver Residents
May 26, 2014

Visit the Park Board web site at vancouverparks.ca

Elements of Enhancing Access

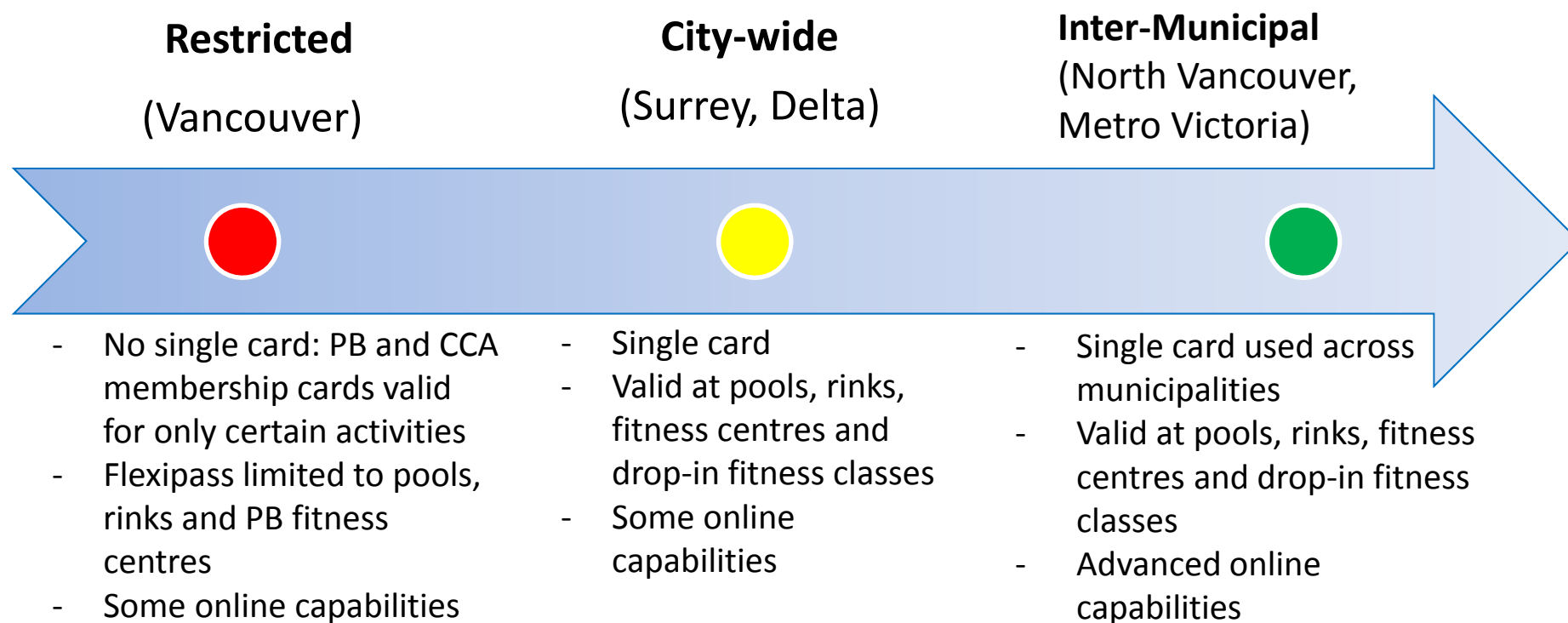


Before the OneCard A Card for Every Community Centre



Before the OneCard

Comparing Vancouver to Other Cities

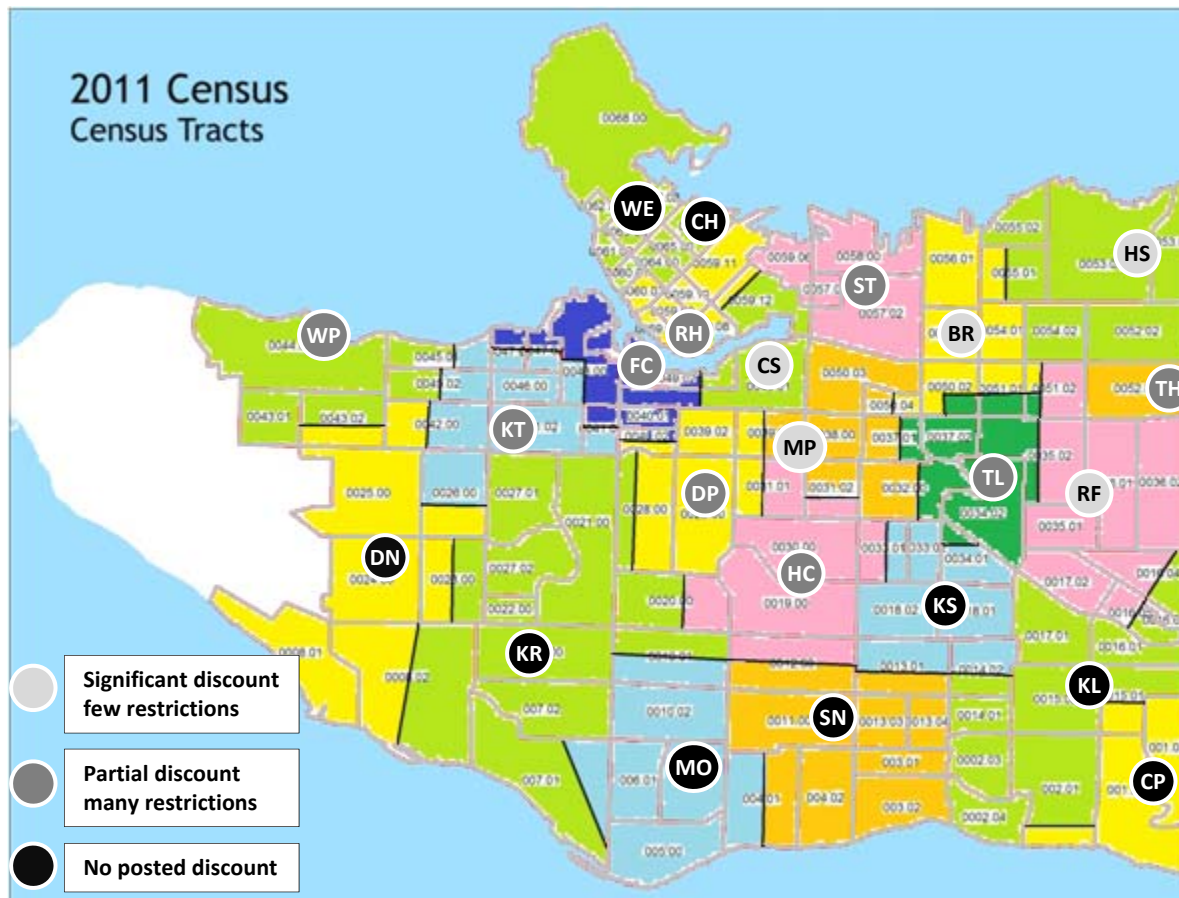


Vancouver's Low Income Population

- 27% of Vancouver's population falls below LICO
- Low income communities have more than double the population below the LICO compared to high income communities

	Avg % of residents below LICO	Avg % Variance from the City's LICO Avg (27%)
Centres Serving High Income Communities <ul style="list-style-type: none"> • West Point Grey, Dunbar, Douglas, False Creek 	18%	-9%
Centres Serving Middle Income Communities <ul style="list-style-type: none"> • Champlain , Riley, Kitsilano, Kerrisdale 	22%	-5%
Centres Serving Lower-Middle Income Communities <ul style="list-style-type: none"> • Kensington, Sunset, Hastings, Killarney, Renfrew, Trout Lake, Mt. Pleasant, Roundhouse 	26%	-1%
Centres Serving Low Income Communities <ul style="list-style-type: none"> • T-Bird, West End - Coal Harbour, Marpole, Strathcona 	40%	13%

Community Centre Catchment Areas and Subsidies (Pre-OneCard) for Low-Income Residents



Community Centres

- BR – Britannia
- CP – Champlain
- CH – Coal Harbour
- CS – Creekside
- DP – Douglas Park
- DN – Dunbar
- FC – False Creek
- HS – Hastings
- HC – Hillcrest
- KS – Kensington
- KR – Kerrisdale
- KL – Killarney
- KT – Kitsilano
- MO – Marpole
- MP – Mount Pleasant
- RF – Renfrew
- RH – Roundhouse
- ST – Strathcona
- SN – Sunset
- TH – Thunderbird
- TL – Trout Lake
- WE – West End
- WP – West Point Grey

Notes

The catchment areas were defined in 2012 by the Park Board & KPMG, based on usage and traffic patterns. Evaluation of discounts practices were as of 2011.

Public Policy Goals for Community Centres

Principles Approved by the Park Board (2010)

1. Equity Among Community Centres

All Vancouver citizens have access to a core set of programs that lead to healthy living and ultimately, to healthy communities.

2. Access to a Network of Community Centres

System that allows for a universal membership or other system to be used for all rinks, pools, fitness centres, and core programs across all community centres.

3. Access For All Citizens

Single policy and process that respects confidentiality to ensure all residents have access to basic recreation programs and services regardless of income.

4. Operational Sustainability and Accountability

An operating relationship for community centres that is sustainable, accountable and transparent.

Public Policy Principles & Goals

Public Policy

Goals

Equity Among Community Centres

One free access card.

Access to a Network of Community Centres

One card accepted by all Community Centre Associations.

Access For All Citizens

Subsidy program for low-income residents (Leisure Access) accepted at all centres.

Operational Sustainability and Accountability

One technology.
One data source.

Recreation Services – Profile



Public Policy – Equity & Access to the Network Goals

Public Policy	Goals
Equity Among Community Centres	One free access card.
Access to a Network of Community Centres	One card accepted by all Community Centre Associations.
Access For All Citizens	Subsidy program for low-income residents (Leisure Access) accepted at all centres.
Operational Sustainability and Accountability	One technology. One data source.

OneCard

What is the OneCard?

- **Universal smart card** for access to public recreation
- **Loadable** with products and linked to photo identification
- Available **free of charge**
- Valid at **entire network** of Park Board pools, rinks and fitness centres, and **participating community centres (17)** across the city
- Built-in **fee subsidy** for low income residents (Leisure Access program)



OneCard

A Joint Initiative

- A **joint initiative** of Park Board and 16 participating Community Centre Associations/Boards (representing 17 Community Centres)



- As part of the interim agreement, launched **July 2013**
- **115,516** OneCards issued as of April 30, 2014

OneCard

Enhanced Access to Network of Centres

Prior to July 2013



- Individual cards needed for each community centre
- Membership fees linked to programs
- Non-transferable

July 2013 Onwards



- Single smart card for all participating community centre programs, rinks, pools and fitness centres
- Free
- Scanable card linked to photo ID

OneCard – Results & Impact

Jonathan Snoek - KPMG
Senior Manager, Management Consulting
Strategy & Operations

Mandate & Approach

The Park Board engaged KPMG to determine the impacts that the introduction of the OneCard has had on community centre usage patterns and the demographic profiles of the users

The Challenge

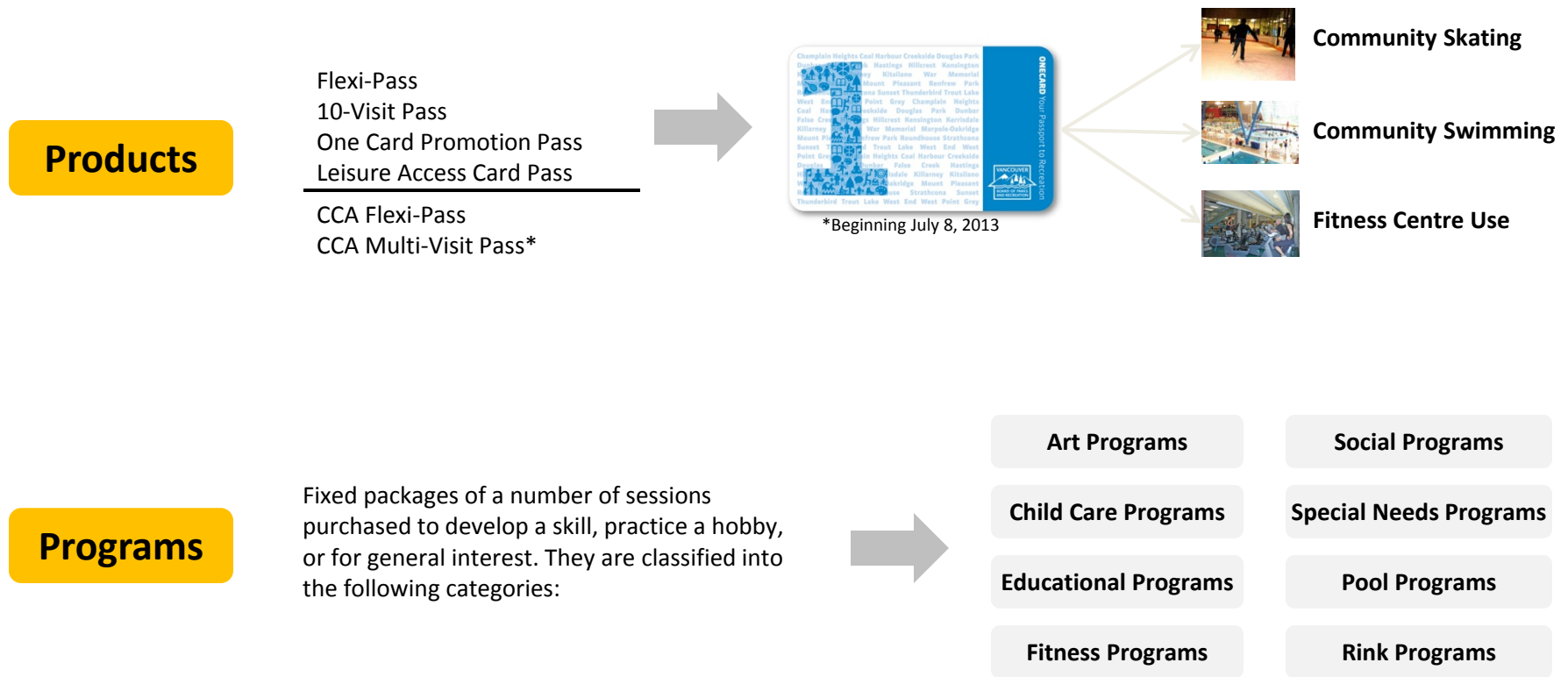
- Extracting data from Safari is extremely challenging
 - The data architecture is highly complex
 - Data exceeds Excel limitations of 1M rows
 - First level aggregation needs to be done in SQL before analysis can be done to pull out demographic and user data
- Key user, performance, one-card, and LAC metrics are needed to make operating and business decisions
 - Who are the users?
 - Where did they come from?
 - Where else did they go?
 - What services do they use?
 - What is their usage profile?
 - What was the impact of the OneCard?
 - What is the LAC profile?

Our Approach

- We engaged a SQL expert from our IT advisory group to perform the analysis
- He made over 150 different unique data extracts from the Safari system
- We created a dynamic data model to categorize the data
- We created easy to use dashboards that are capable of answering hundreds of questions that may arise about recreation centre use
- We trained your staff to use these tools and update them going forward
- We trained your staff to easily generate quarterly performance on most recreation metrics
- The tool is replicable at any time by updating the input data on an as-needed basis

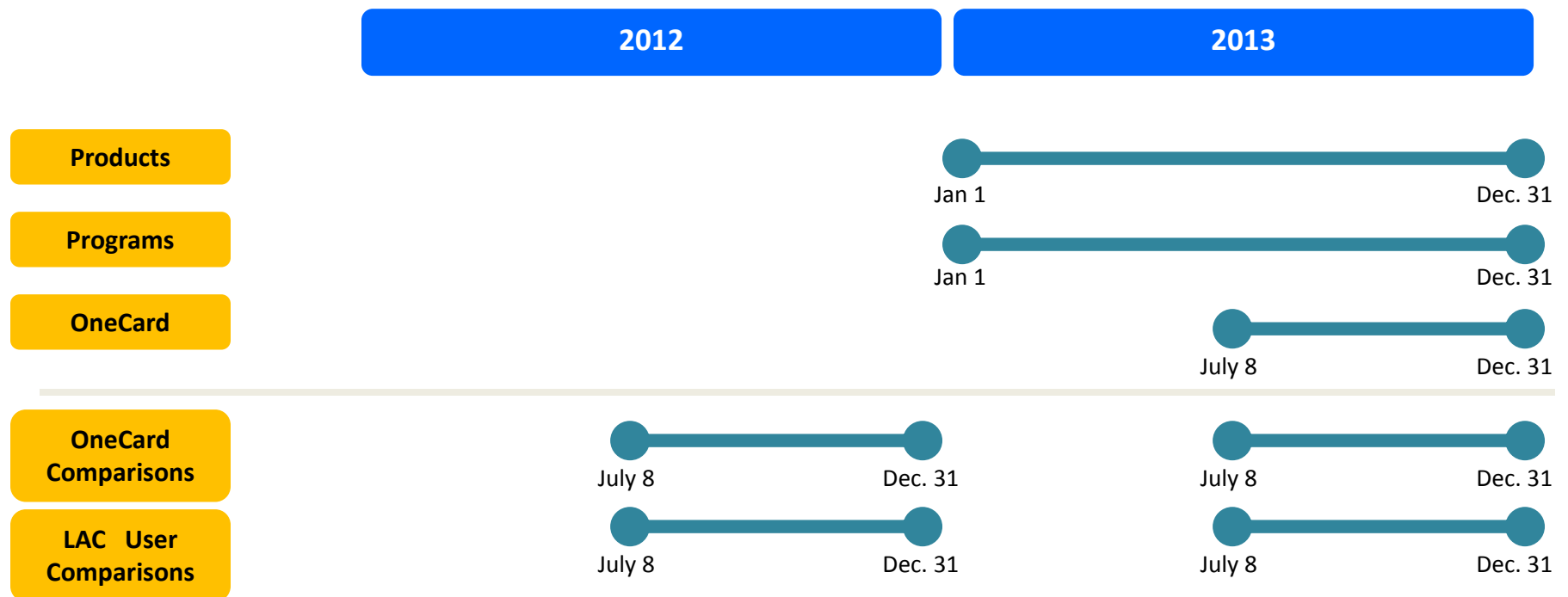
Context

The data is separated into Products and Programs in the SQL database and as such all outputs retain these classifications. Below is an explanation of recreation Products and Programs



Context

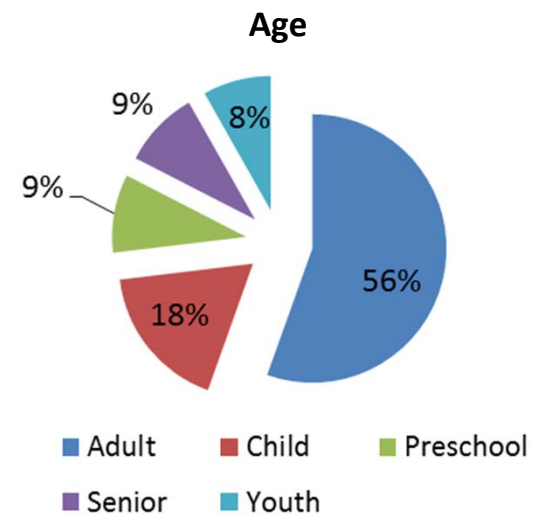
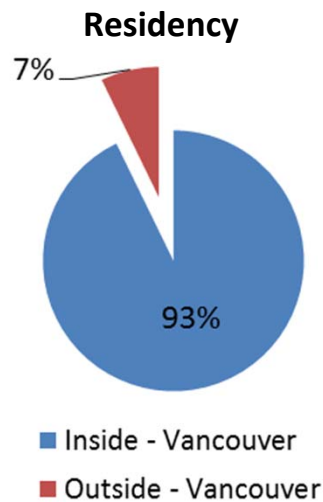
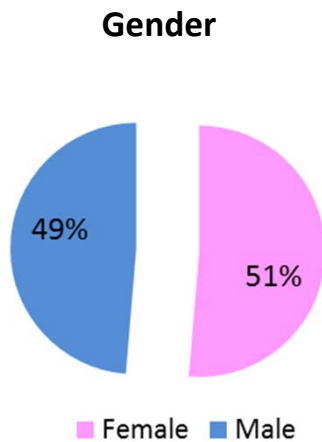
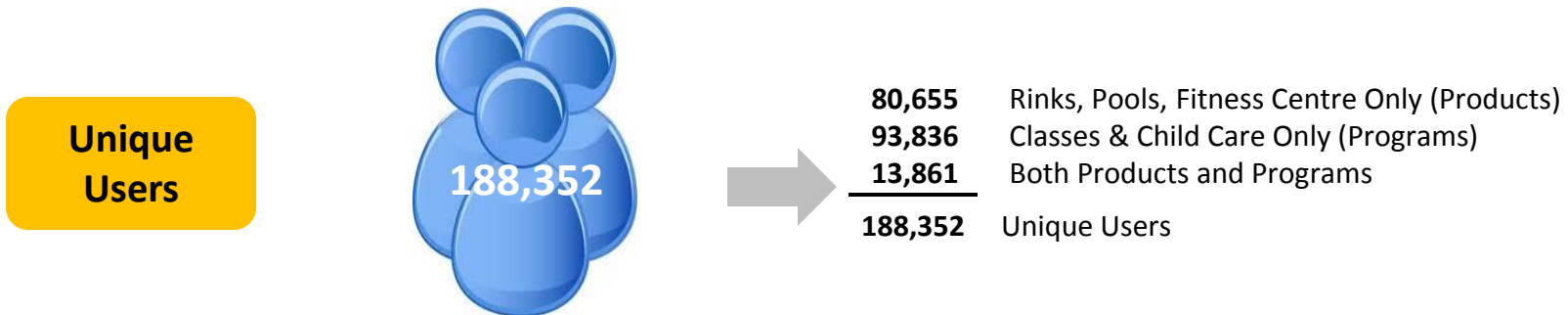
The data analyzed were extracted according to the following time series



- A small percentage of the data is uncategorized (age, location, gender, etc. are unknown) and have been proportionately distributed

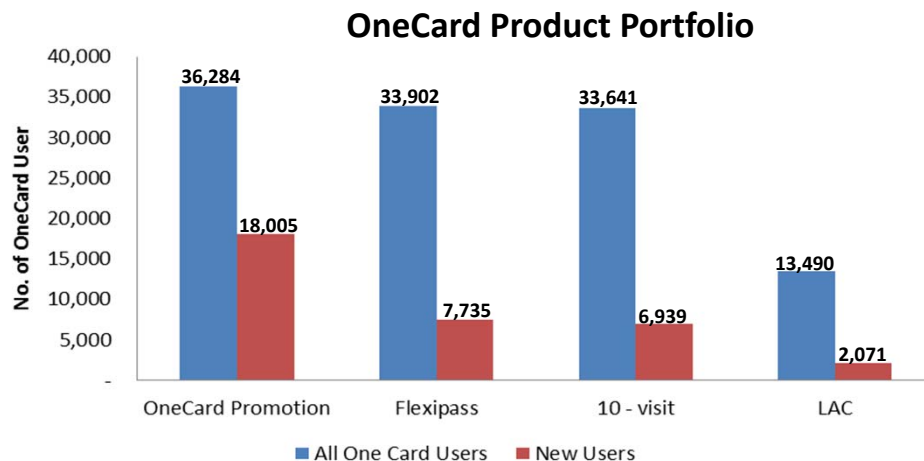
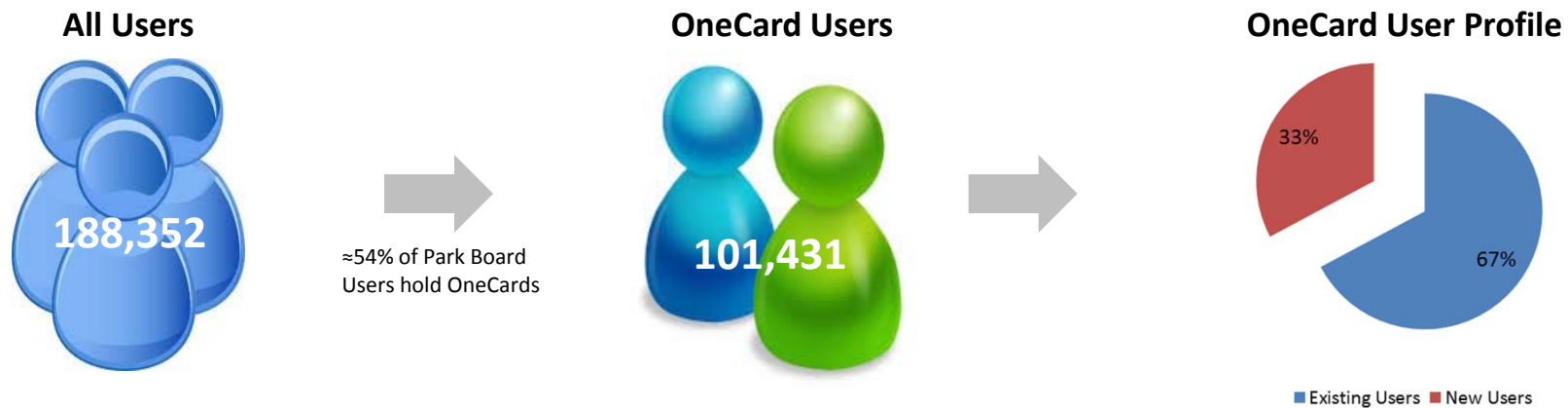
Recreation User Profile (2013)

There were 188,352 unique Vancouver Park Board recreation facility users in 2013*



OneCard User Profile (July – Dec, 2013)

There are more than 101,000 OneCards in circulation as of Dec. 31, 2013*; 33,000 of these users are new to the Park Board



- HIGHLIGHTS**
- 101,000 OneCards as of Dec. 31, 2013. 33,000 of these users were new to the Park Board
 - Half of the new users 'loaded up' their OneCards with other products (10-visit, flexipass, etc.). This represents a very high promotion conversion rate

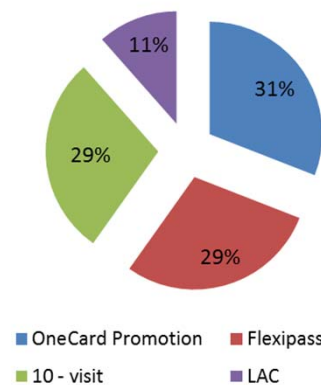
OneCard User Profile (July – Dec, 2013)

The graphs below show the products loaded onto OneCards, the destinations for these products, and the demographic profile of the card holders

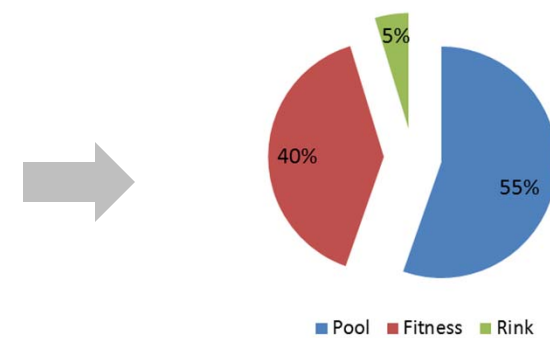
HIGHLIGHTS

- Most users (76%) only visit one centre but most travel outside their catchment (75%);
- 95% of OneCards are held by Vancouver residents
- OneCards are primarily used at Pools and Fitness Centres (95%)
- The Visit Profile and Catchment data remained consistent with previous years (see appendix 9)

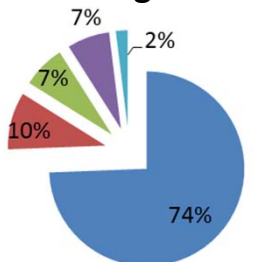
OneCard Product Profile



OneCard User Destinations

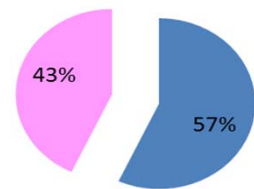


Age



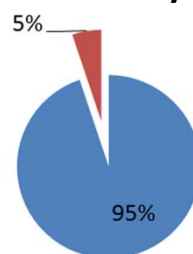
■ Adult ■ Senior ■ Youth
■ Child ■ Preschool

Gender



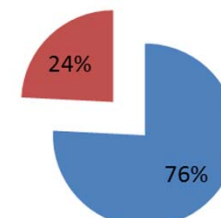
■ Male ■ Female

Residency



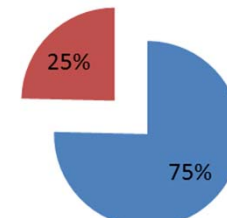
■ Inside - Vancouver
■ Outside - Vancouver

Visit Profile



■ One center ■ Multiple center

Catchment



■ Outside Catchment
■ Within Catchment

OneCard Usage Profile (July – Dec, 2013)

The OneCard was used about 1.1M times during the second half of 2013. The charts below show the usage profile

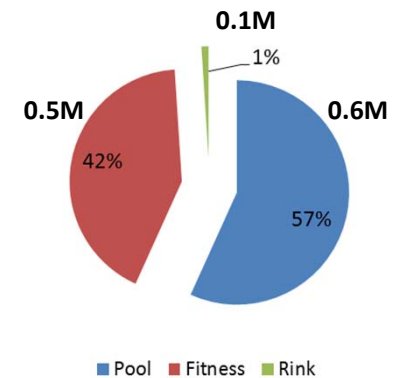
OneCard Users



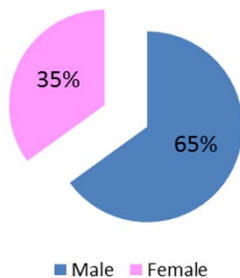
OneCard Uses



OneCard Usage



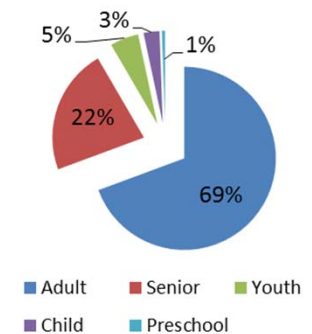
Gender



HIGHLIGHTS

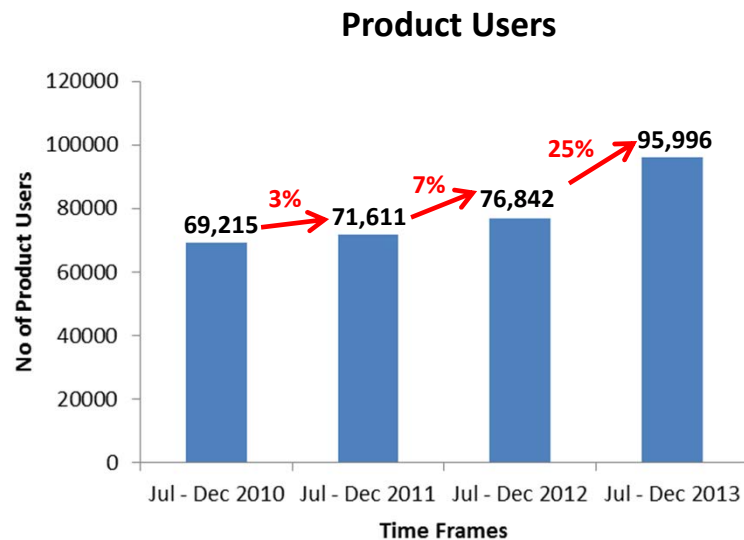
- Men are high users of their one cards (consisted with their high use of products)
- Average one cards were used 11 times over about half of the year 2013 (were promotions dragging this average down?)

Age



OneCard Impact

The number of unique users to Pools, Rinks, and Fitness Centres (Products) increased by 25% after the introduction of the OneCard. The usage also increased by 6.5%

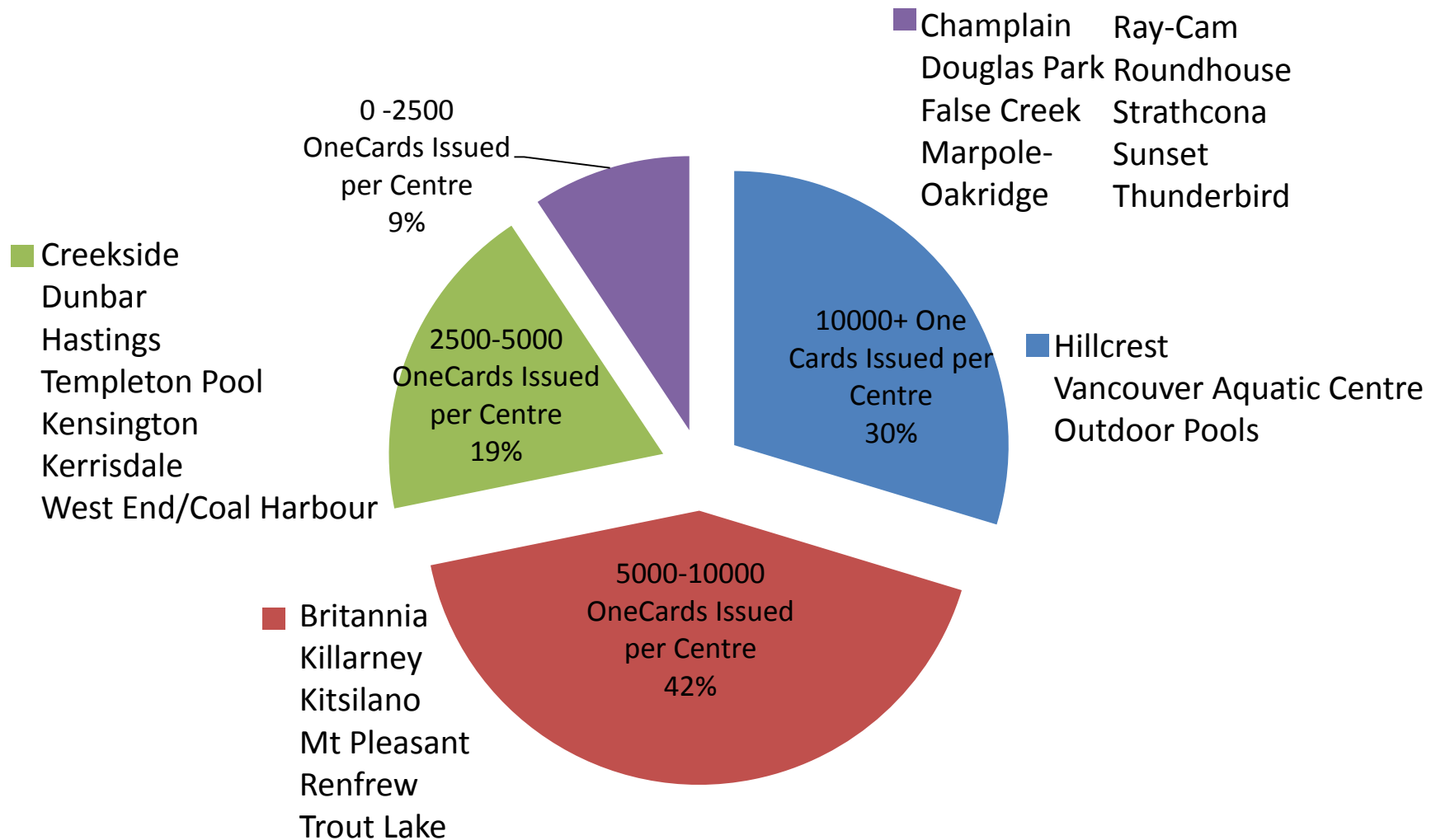


HIGHLIGHTS

- There was a 25% increase in the number of users visiting a pool, rink, or fitness centre after the introduction of the OneCard
- This translated into a 6% increase in the number of visits, a slowdown in growth from previous years
- A smaller increase in the number of visits can be expected as almost half of the new users only used the OneCard promotions

OneCard

Location & Where the Cards Were Issued



Public Policy – Equity & Access to Network Progress

Public Policy

Progress

Equity Among Community Centres

- ✓ Eliminated membership requirements for programs

Access to a Network of Community Centres

- ✓ Expanded scope of Park Board multi-visit products (ie Flexipass) to CCA-operated fitness centres

Access For All Citizens

Operational Sustainability and Accountability

Impact on Leisure Access

Public Policy – Access for Low-Income Residents

Limitations to Access

Public Policy

Goals

Equity Among Community Centres

One free access card.

Access to a Network of Community Centres

One card accepted by all Community Centre Associations.

Access For All Citizens

Subsidy program for low-income residents (Leisure Access) accepted at all centres.

Operational Sustainability and Accountability

One technology.
One data source.

Leisure Access Background

- Provides residents in financial need with access to basic recreation at a reduced cost.
- Eligibility:
 - Vancouver resident
 - Canadian citizen or a permanent resident of Canada
 - Total family income is at or below Low Income Cut Off (LICO), before tax

Leisure Access Before & After the Interim Agreement

Leisure Access Benefits

Free

- Public swim and skate session admission (not lessons)
- Skate rentals (during public skate sessions and lessons)

50% Discount

- Fitness centre admission
- Monthly Flexipasses
- Swimming & Skating lessons
- **Community Centre programs (one program per person per season per centre at participating centres) – as part of Interim Agreement**

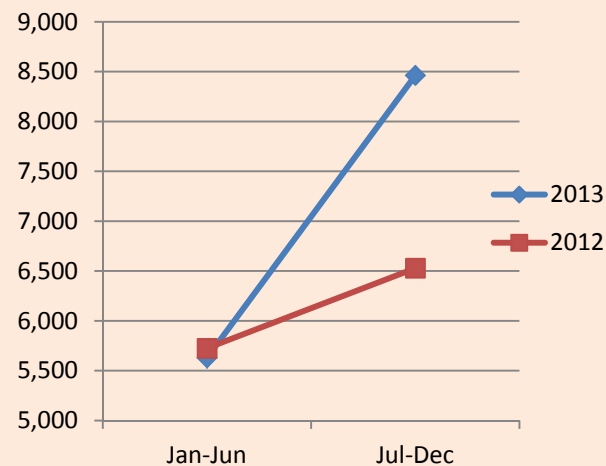
Leisure Access & OneCard

Enhanced Access for Low-Income Residents

Leisure Access Passes Issued Post OneCard (Individual 2012 vs. 2013)

	Jan-Jun	Jul-Dec	Total
2013	5,629	8,463	14,092
2012	5,725	6,528	12,253
Variance	-1.70%	29.60%	15.00%

Leisure Access Cards Issued - Individual



Leisure Access & OneCard

Impact on Programs

Launch of OneCard & additional leisure access subsidy:

- One Community Centre Association program per person per season (minimum) at participating centres

Impact:

- 409% increase in residents using Leisure Access to access Community Centre Association programs
- Previously, Leisure Access users were limited to Park Board pools, rinks and fitness centres
- Does not capture unique CCA subsidy programs

Leisure Access Users & Community Centre Association Programs



Public Policy– Access for Low-Income Residents

Progress

Public Policy

Progress

Equity Among Community Centres

- ✓ Eliminated membership requirements for programs

Access to a Network of Community Centres

- ✓ Expanded scope of Park Board multi-visit products (ie Flexipass) to CCA-operated fitness centres

Access For All Citizens

- ✓ Enhanced availability of Leisure Access subsidy across the network
- ✓ Broader range of CCA programs available

Operational Sustainability and Accountability

OneCard: Implementation & Looking Ahead

Public Policy– Operational Sustainability & Accountability Goals

Public Policy Goals

Goals

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Subsidy program for low-income residents (Leisure Access) accepted at all centres.

Operational Sustainability and Accountability

One technology.
One data source.

OneCard

Improving the System

- Prior to July 2013, multiple Park Board and CCA access products were available to customers, on separate cards
- OneCard allows customers to carry just one card, and load relevant products for their specific needs
- As a smart card, OneCard links users with their online profile for self-service options
- OneCard will be even better with new registration system, expected in 2015 (e.g. automated payment options)

OneCard

Direct Implementation Expenses

Design	\$7,000
Marketing	\$46,481
Printing	\$43,324
Training	\$5,091
Total	\$101,896

Public Policy – Operational Sustainability & Accountability

Progress

Public Policy

Progress

Equity Among Community Centres

- ✓ Eliminated membership requirements for programs

Access to a Network of Community Centres

- ✓ Expanded scope of Park Board multi-visit products (ie Flexipass) to CCA-operated fitness centres

Access For All Citizens

- ✓ Enhanced availability of Leisure Access subsidy across the network
- ✓ Broader range of CCA programs available

Operational Sustainability and Accountability

- ✓ New system implemented across network with enhanced reporting capability

Summary

Summary

Public Policy – Benefits & Impacts

Public Policy	Progress
Equity Among Community Centres	✓ Eliminated membership requirements for programs
Access to a Network of Community Centres	✓ Expanded scope of Park Board multi-visit products (ie Flexipass) to CCA operated fitness centres
Access For All Citizens	✓ Enhanced availability of Leisure Access subsidy across the network ✓ Broader range of CCA programs available
Operational Sustainability and Accountability	✓ New system implemented across network with enhanced reporting capability

Summary

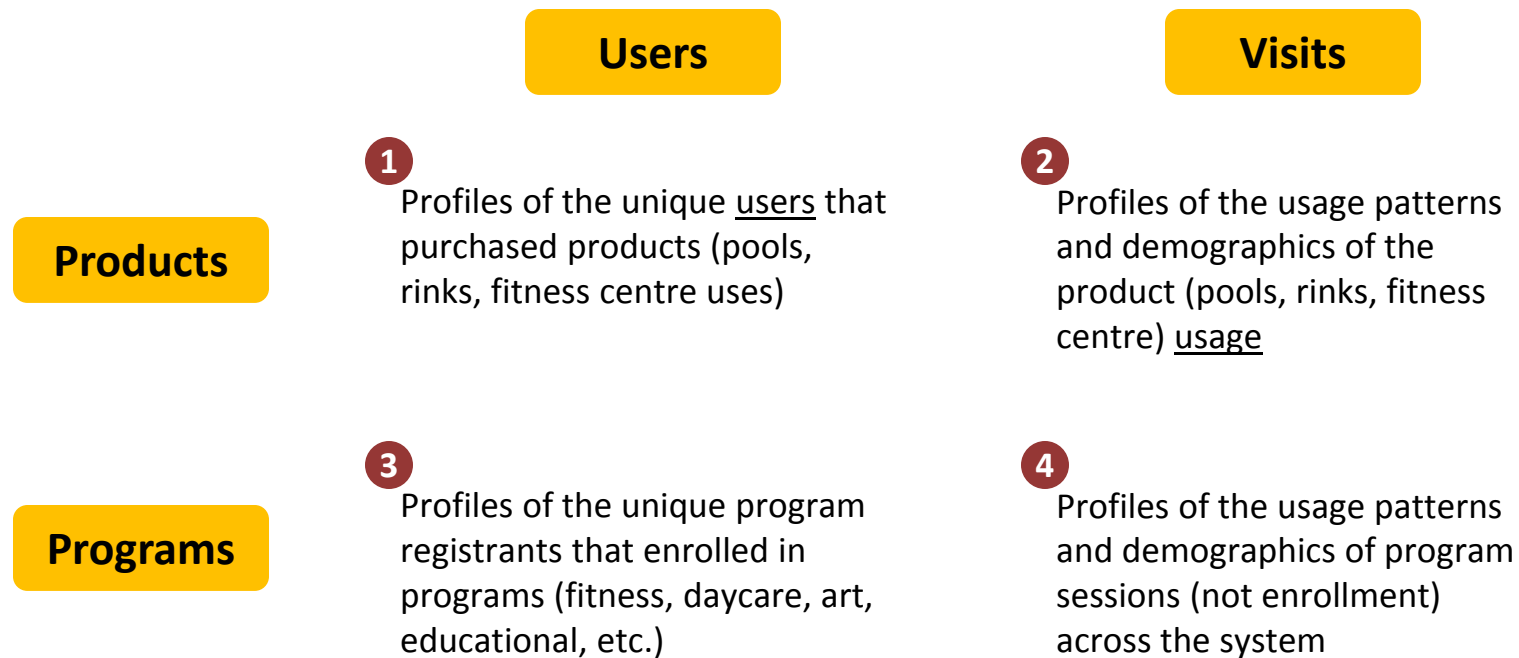
Enhancing Access

- 54% of **unique users** now have a OneCard
- 33,000 of the users were **new to community centres**
- 18,000 became **ongoing customers**
- 108,000 registered users attended **4.7M program sessions** in community centres, pools and rinks in 2013
- 84% of programs were **delivered by Community Centre Associations**
- 25% of users **visit more than one community centre**
- 75% travel outside catchment
- 37% more Leisure Access participants took advantage of **expanded program options**, as a result of the Interim Agreement

Appendix

Recreation User Profile (2013)

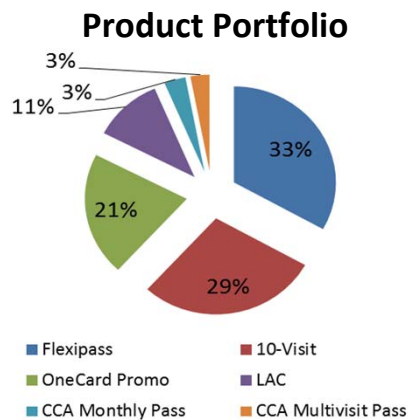
The following four slides highlight the user and usage patterns and demographics for both products and programs across the recreation system in 2013



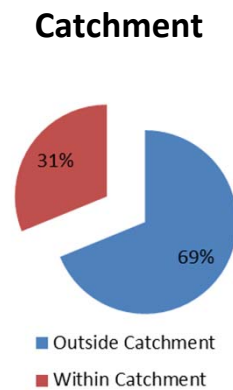
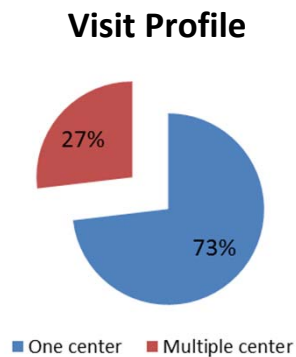
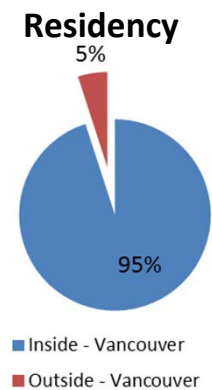
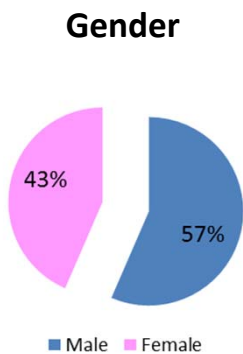
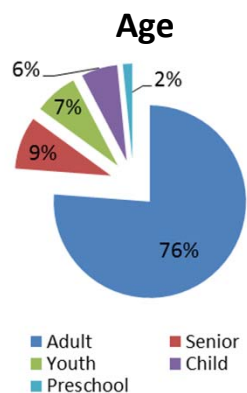
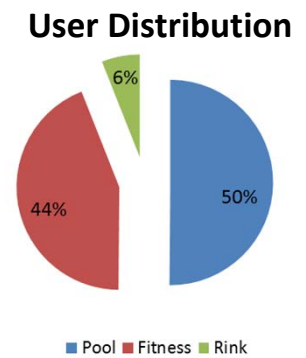
Recreation Product (Rinks, Pools, Fitness Centres) User Profile (2013)

	Users	Visits
Products	1	2
Programs	3	4

The following demographic and user patterns show the users of recreation center products



- ### HIGHLIGHTS
- 73% of users only visit one centre
 - 69% of users select a centre outside of their catchment area*
 - 95% of users reside in the City of Vancouver
 - More men use products (will be opposite for programs)
 - Age tracks Vancouver demographics



*But there are many catchment areas without a pool, rink, or fitness centre

Recreation Product (Rinks, Pools, Fitness Centres) Visit Profile (2013)

	Users	Visits
Products	1	2
Programs	3	4

The ≈94,500 Recreation centre Product users went an average once every two weeks

Unique Product Users

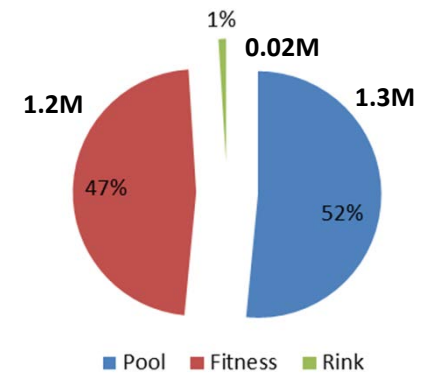


→
≈27 uses per year

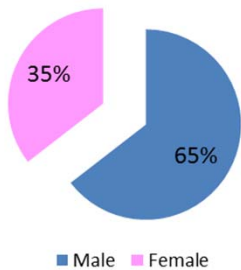
Total Product Visits



Visits Distribution



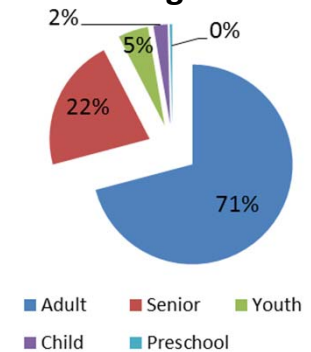
Gender



HIGHLIGHTS

- Users went to pools, rinks, and fitness centres an average of 27 times per year; ≈once every two weeks
- Men are more frequent users than women
- Seniors are more frequent users compared to other age demographics

Age



Recreation Program User Profile (2013)

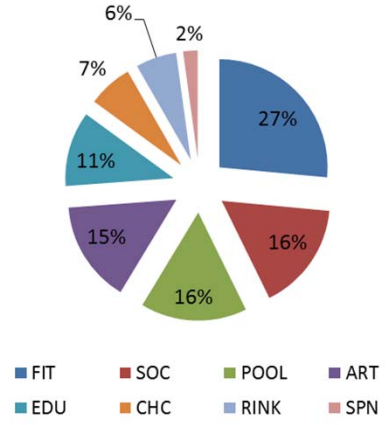
	Users	Visits
Products	1	2
Programs	3	4

There were about 108,000 unique users of recreation programs in 2013. Their demographic profiles and program selections are highlighted below

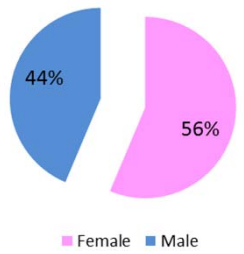
Unique Program Users



Program Selections



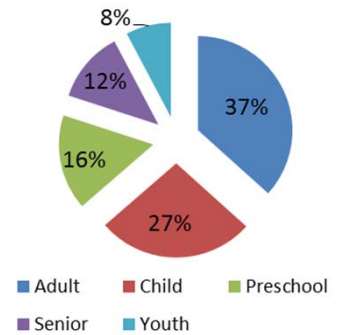
Gender



HIGHLIGHTS

- ¼ of the program users attend fitness related programs
- More women than men use programs (opposite of products)
- Children and pre-school age groups are highly over-represented (43% vs. 10% of Vancouver resident)

Age

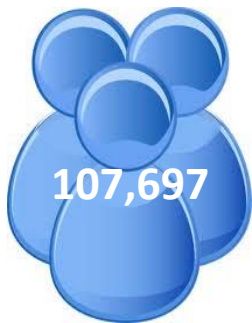


Recreation Program Visits Profile (2013)

	Users	Visits
Products	1	2
Programs	3	4

The 108,000 Recreation centre program users attended about 4.7M sessions in 2013 distributed among the eight categories outlined below

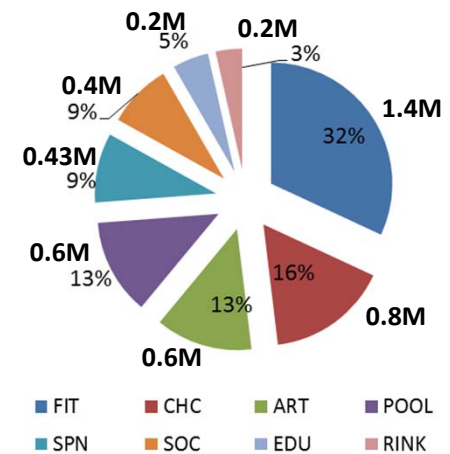
Program Users



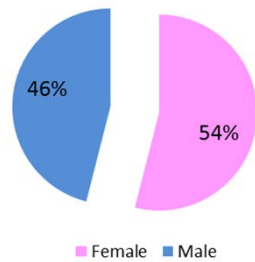
Total Program Visits



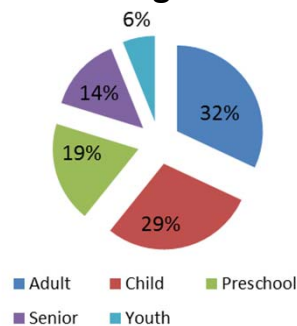
Visits Distribution



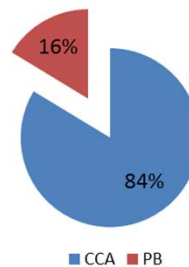
Gender



Age



Usage Split

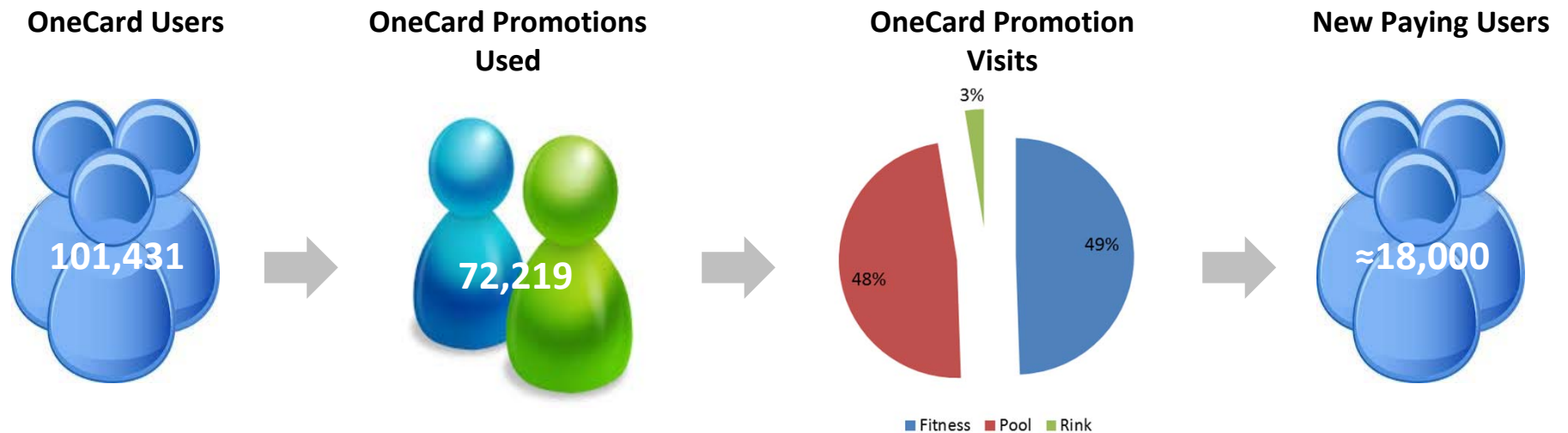


HIGHLIGHTS

- Programs are primarily delivered by CCAs (84%)
- The average user registered for 43 program visits per year (almost 1/week)
- Each program includes multiple sessions (10 yoga sessions are included as 10 visits)

OneCard Promotion Usage (July – Dec, 2013)

Of the approximately 200,000 OneCard Promotions offered, about 72,000 were used and split almost evenly between use at pools and use at fitness centres



HIGHLIGHTS

- 72,000 OneCard promotions were used almost evenly split between Pools and Fitness Centres
- This promotion created 33,000 new customers to the Park Board, 18,000 of which were converted into paying customers
- This is an excellent conversion rate for any promotion

