



‘Think Big’ Revenue Strategy

Year 1 Update

Regular Park Board Meeting
Monday, September 9, 2024



- **The purpose of the presentation is to:**
 - Update the Board on the progress of the 'Think Big' program
 - Overview the current state of initiatives underway
 - Share the timing and magnitude of estimated revenue
 - Highlight the program's resourcing challenges
 - Outline the next steps



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.

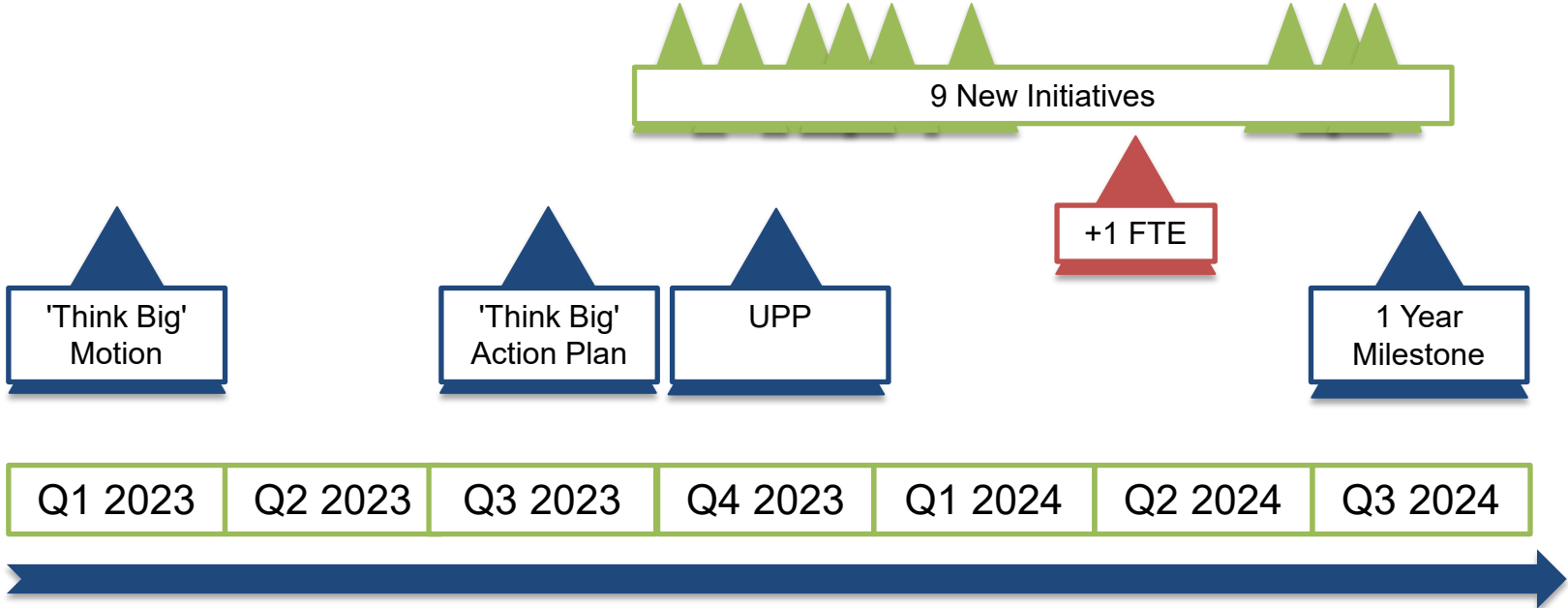


Highlights of the Presentation



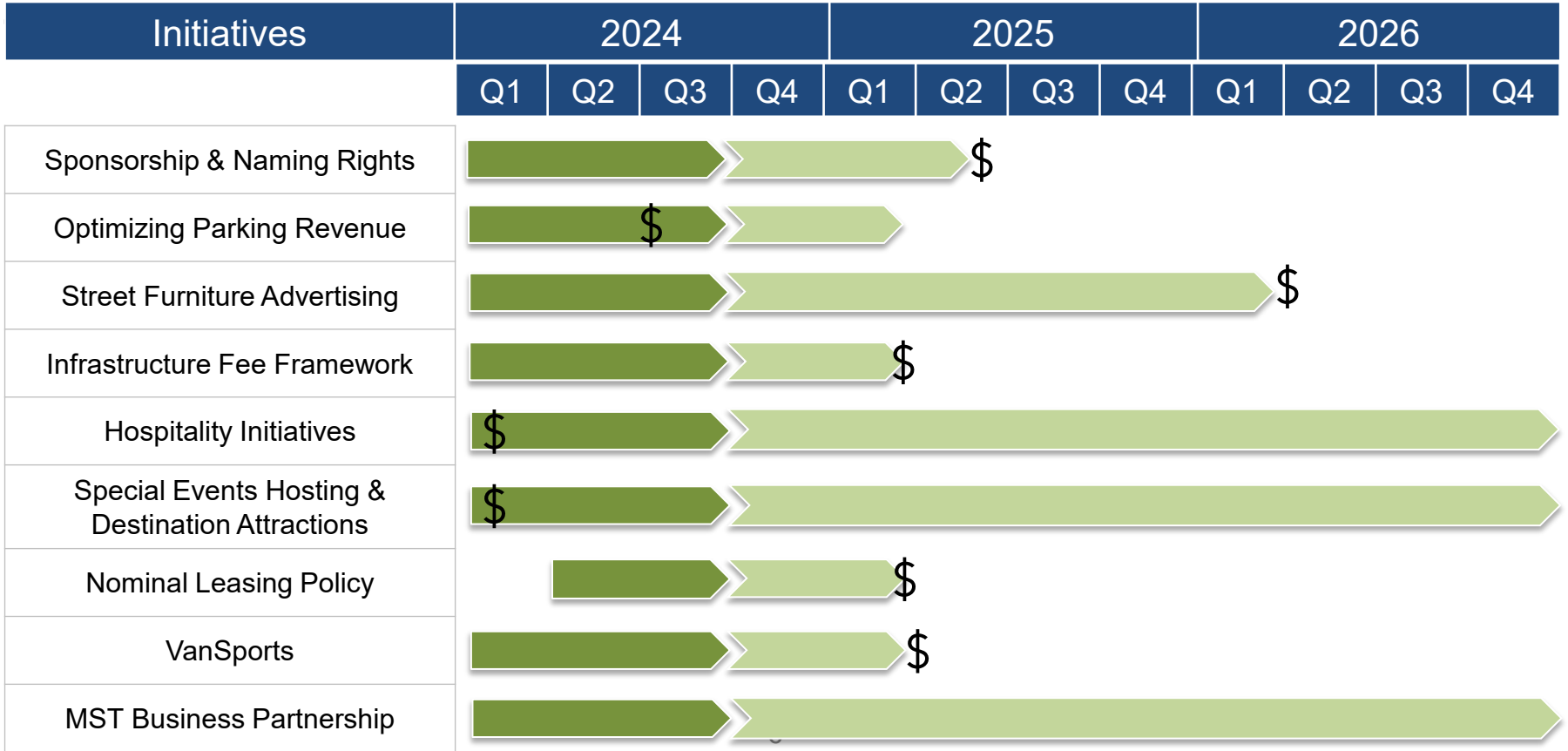
- 'Think Big' program became cost neutral in its first year
- Nine (9) major initiatives are underway
- The program has been delivering on its key objectives:
 - Enhance the vibrancy of public spaces
 - Generate non-property tax revenue
- The program is expected to generate additional net revenue in 2025
- Staff estimated that the program will generate \$4.4M in new annual gross revenue by the end of 2026

Background & Timeline



UPP = Unsolicited Proposal Process | FTE = Full-Time Equivalent (new staff)

'Think Big' Initiatives Underway



\$ = Anticipated start of revenue generation



Vancouver launches beer, wine sales at pitch-and-putt courses ahead of Father's Day



Beer and wine are now being sold at a kiosk near the entrances to the Stanley Park and Queen Elizabeth Park pitch-and-putt courses. (Handout)

Park Board considering new year's-long attraction at Queen Elizabeth Park

Kenneth Chan | Mar 12 2024, 1:27 pm



The temporary zipline atop Queen Elizabeth Park in Summer 2015. (Daily Hive)

Could there be a new year's-long attraction at Queen Elizabeth Park just in time for the fair-weather seasons?

Hundreds flocking to pop-up pub at Vancouver's Kitsilano Pool

Food and alcohol service includes live music and million-dollar views for three nights a week

David Carrigg

Published Sep 01, 2024 • Last updated 1 day ago • 2 minute read

15 Comments



Kits Pool Concession is opening a pop-up patio

by Vicki Duong on June 14th, 2024 at 12:40 PM



In what feels like a consolation prize for anyone mourning that Kitsilano Pool will **remain closed** this summer, the Vancouver Board of Parks and Recreation has just announced

Kevin Hart and Russell Peters to headline Vancouver's Great Outdoors Comedy Festival

by Bridget Stringer-Holden on July 11th, 2023 at 12:33 PM



While many of us have become accustomed to sitting alone in our PJs watching comedy specials on Netflix, the Great Outdoors Comedy Festival is bringing us the opportunity to see world-class comedians perform in-person right here in Vancouver.

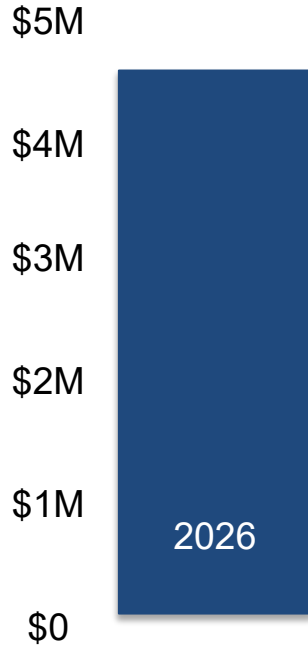
Great Outdoors Comedy Fest unveils final Vancouver headliners

Daniel Chal | Jul 16 2024, 10:28 am



The Great Outdoors Comedy Festival/Facebook

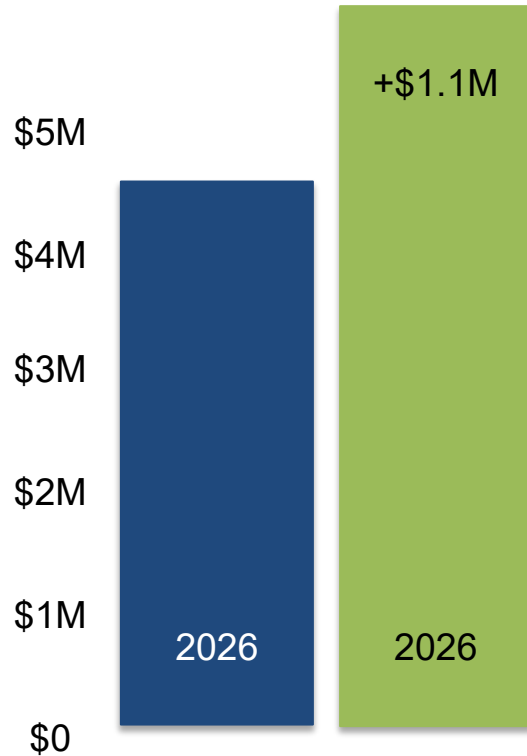
Estimated Revenue Projection & Considerations



- Annual gross revenue with current resources
- Estimated **\$4.4M** by the end of 2026
- **No capacity** for:
 - Identifying opportunities for revenue generation
 - Unsolicited Proposal Process
 - Other organizational priorities

*Estimated Annual Gross Revenue Projections

Estimated Revenue Projection & Considerations



*Estimated Annual Gross
Revenue Projections

- Annual gross revenue with additional resources
- Estimated **\$5.5M** by the end of 2026
- **Available capacity** for:
 - Identifying opportunities for revenue generation
 - Unsolicited Proposal Process
 - Other organizational priorities

- Continue pursuing the objectives of the 'Think Big' Action Plan and applying the revenue-generating lens in planning projects and strategies
- Drive the initiatives underway through to the finish line
- Seek funding through the Service Plan and budget process to sustain the Program and achieve revenue targets
- Initiate the projects in the queue (capacity-dependent)
- Update the Board on future milestones and annually on the 'Think Big' Program through the Service Plan report



Q&A



