



Report Date: August 29, 2024

VanRIMS No.: 08-3000-30

[Submit comments to the Board](#)

TO: Park Board Chair and Commissioners
FROM: General Manager, Board of Parks and Recreation
SUBJECT: 'Think Big' Revenue Strategy – Year 1 Update

PURPOSE AND SUMMARY

The purpose of this report is to update the Board on the current state of the Board-approved 'Think Big' Action Plan (Action Plan). This report summarizes the progress made in the first year after the approval of the Action Plan, highlights key milestones achieved, identifies challenges encountered, and outlines the next steps to ensure the continued success and sustainability of the program.

In addition to enhancing the vibrancy of public spaces, the Board's interest in revenue generation is driven by a desire to address the growing maintenance and renewal needs of parks and recreation assets and sustain service delivery while reducing the burden on taxpayers. In its first year, the Think Big Program has made significant strides toward achieving its objectives of increasing revenue generation for the Vancouver Park Board (Board). There is a total of nine (9) projects initiated, nearly 90% of them are on schedule, and staff anticipate they will generate approximately \$4.4M in new annual gross revenue by the end of 2026. Key initiatives, such as optimizing parking revenues, developing strategic business partnerships, and enhancing hospitality offerings, have already begun to yield positive financial results.

Project highlights are shared below and attached in Appendix A, including project summaries, completed milestones, revenue generation projections and timelines to 2026. The report also identifies challenges and opportunities, including the need for additional human resources to fully capitalize on the program's potential.

BOARD AUTHORITY / PREVIOUS DECISIONS

As per the Vancouver Charter, the Park Board has exclusive jurisdiction and control over all areas designated as permanent and temporary parks in the City of Vancouver, including any structures, programs and activities, fees, and improvements that occur within those parks.

The Board shall have the custody, care, and management to the extent prescribed by Council of such other areas belonging to or held by the City as Council may from time to time determine.

The Park Board is working toward co-management of parklands within the Musqueam, Squamish, and Tsleil-Waututh Nations' traditional territories that are currently under Park Board jurisdiction per the Vancouver Charter, as per the January 24, 2022 [motion](#).

On January 16, 2023, the Board unanimously approved a motion titled ["Think Big" Revenue Strategy](#), directing staff to prioritize a "Think Big" revenue generating strategy that enables opportunities for increased commercial revenues and identifies resourcing needs (staff and

funding) for presentation to Park Board in Q2 2023 for phased implementation in 2023-2024. Within the same motion, the Park Board also directed staff to apply the revenue-generating lens to other pertinent areas and policies.

The Board approved the ['Think Big' Revenue Strategy – Report Back](#) on July 17, 2023. This report outlined an Action Plan with specific revenue-generating initiatives, the Unsolicited Proposal Process, and a recommendation to seek funding and human resources required to action the preliminary revenue-generating opportunities.

VanPlay: Vancouver's Parks and Recreation Services Masterplan (2019) sets out 10 distinct goals to provide equitable, accessible, inclusive and resilient parks. Implementing the Think Big Revenue Strategy advances many of these goals: 1) Grow and Renew Assets; 3) Prioritize the delivery of resources to where they are needed most; 4) Focus on core responsibilities of the Park Board and be a supportive ally to partners; 9) Seek truth and Reconciliation; 10) Secure adequate and ongoing funding for the repair, renewal and replacement of our aging parks and recreation system.

On November 27, 2023, the Board received the Auditor General's report titled [Park Board Revenue Management](#) and endorsed the report's six recommendations, including to better engage Council to ensure funding is available to generate new revenues; and for all revenue-generating service areas, define service delivery objectives, strengthen fee-setting processes, evaluate full costs, define performance metrics, and report on actual revenues to track achievement of revenue objectives.

CONTEXT AND BACKGROUND

In response to the "Think Big" Revenue Strategy motion approved by the Board on January 16, 2023, staff began work to document the status of Park Board revenue-generating activities and identify opportunities to expand and build on these efforts, resulting in the development of the 'Think Big' Action Plan. The Board approved the Action Plan on July 17, 2023. Since then, staff have been delivering on the recommendations and implementing the initiatives outlined in the Action Plan.

The Unsolicited Proposal Process (UPP) formed a part of the 'Think Big' Revenue Strategy report; however, due to the timing of the implementation of the UPP and the complexity of the Action Plan and the UPP, staff will report back on the first year of the UPP separately, in Q4 2024.

DISCUSSION

The 'Think Big' Action Plan represents a significant shift in how the Board approaches revenue generation and resource allocation. This initiative is rooted in the Board's commitment to financial sustainability and its mandate to manage and enhance the public spaces within its jurisdiction. The Action Plan's emphasis on leveraging commercial opportunities and optimizing existing assets reflects a forward-looking strategy aimed at addressing both current and future financial challenges.

During the inaugural year of the 'Think Big' Program, staff initiated various revenue-generating projects and developed frameworks and strategies to direct future efforts. This report summarizes the progress made during this period, including milestones achieved, challenges encountered, and lessons learned.

The following tables outline the initiatives underway. Further information for each initiative including objectives, current activities, anticipated outcomes, and projected financial impacts is included in Appendix A. The information in this report is aimed to help the Board guide the 'Think Big' Program and determine its role in the Board's broader strategy.

Table 1.0 'Think Big' Initiatives Underway

#	Project Title	Scope	Status	Estimated Annual Gross Revenue
1	Sponsorship, Advertising, Naming Rights, Donations (SAND)	Soliciting sponsorship and naming rights opportunities for select assets	On Schedule	\$1M
2	Optimize Parking Revenue	Optimizing the management of parking lots and developing Parking Strategy	On Schedule	\$1M
3	Street Furniture Advertising	Installing digital advertising panels and upgrading litter collection receptacles	On Schedule	\$1.25M
4	Infrastructure Fee Framework (Phase1)	Introducing a fee on select revenue-generating service to reinvest in improvements of the aging infrastructure	On Schedule	\$500k
5	MST Business Partnership Development	Building business partnerships with MST to support the UNDRIP Action Plan and the shared goals for economic development	On Schedule	TBD
6	Nominal Leasing Policy & Business Plan	Reviewing nominal leasing fees and developing a fair and consistent framework	On Schedule	\$100k
7	VanSport	Developing Park Board sport programs, leagues, and resources	Initiated	\$20k *
8	Hospitality Initiatives	Investing in the improved service level and the vibrancy of public spaces	On Schedule	\$500k
9	Special Events & Destination Attractions	Enhancing vibrancy of public spaces and responding to residents' interest	On Schedule	TBD
Total Annual Gross Revenue (by 2026)				~\$4.4M

*Estimated gross revenue associated with the 2025 pilot launch of Sport Leagues (beach volleyball) with an anticipation of a program expansion in subsequent years

Developing Master Plans & Strategies

The “Think Big” Revenue Strategy motion also directed staff to apply a revenue-generating lens when developing master plans for all Park Board operations, including Queen Elizabeth Park, Stanley Park, marinas, beaches, fields and other facilities. This new direction informed the new Sport Field Strategy, the West End Waterfront Plan approved by the Board earlier this year, and the scope of work for the Golf Services Plan. These plans will have significant impact on the vitality of public spaces and the revenue-generating potential will be quantified at later stages of the rollout.

Table 2.0 Financial Impact of Delivering New Master Plans & Strategies

#	Project Title	Scope	Status
1	West End Waterfront Plan	High-level analysis of the WE Waterfront Vision to establish a baseline, forecast future operating revenues and expenses, informing sequencing of the plan	On Track
2	Sport Field Strategy	Strategic framework guiding the operations and the development of sport fields	On Track
3	Golf Services Plan	Strategic framework aligning the business model with best practices	On Track

Government Funding Opportunities

The “Think Big” Revenue Strategy motion directed staff to prioritize sourcing funding opportunities from the provincial and federal governments to fund much needed infrastructure adaptation to climate change, such as, but not limited to, seawall and shoreline improvement around Stanley Park, Spanish Banks and Jericho beaches. Staff routinely apply for government grants to secure funding for eligible projects. A sampling of successfully secured grants can be found in Appendix A.

‘Think Big’ Milestones & Focus Areas: 2024 - 2026

The ‘Think Big’ program has been building momentum throughout its inaugural year. Several initiatives are currently in the planning phase and will be implemented over the next two years (see the list of anticipated milestones below) while other projects will be initiated (see the list of focus areas below). The timeline of all ‘Think Big’ initiatives, including an anticipated project completion and the start of revenue generation is outlined in Appendix A.

Projects with anticipated implementation (including revenue generation) between 2024 – 2026:

- Infrastructure Fee Framework (Phase 1)
- Infrastructure Fee Framework (Phase 2)
- Street Furniture Advertising
- SAND – Sponsorship & Naming Rights
- Optimizing Parking Revenue
- Nominal Leasing Policy and Business Plan
- VanSport
- Destination Attraction Activation

- Park Board Advertising **
- Special Events Policy & Business Plan **
- Sport Field Permitting – Cancellation Policy Update* *
- Unsolicited Proposals (various revenue-generating proposals)

** The initiation and implementation of these projects is contingent on securing additional resources

Focus areas for planning between 2024 – 2026:

In the next two years, staff will focus on generating revenue through the above-mentioned projects and planning the initiatives below.

- SAND – Advertising & Donations **
- MST Business Partnerships (proposals and delivery) **
- Hospitality (enhanced support) and Recreation Initiatives **
- Unsolicited Proposal Process (adding a solicited stream for strategic objectives) ****
- Expanding the 'Think Big' team and optimizing roles and responsibilities

*The Board will receive a separate report outlining the first year of the Unsolicited Proposal Process in Q4 2024.

** The initiation and implementation of these projects is contingent on securing additional human resources.

FINANCIAL CONSIDERATIONS

The Action Plan initiated a significant shift from the previous Board direction. One of the objectives of the Action Plan is to cover the cost of its administration and to contribute net profit to the Park Board. To achieve this objective, staff focused on keeping the incurred costs minimal (the Action Plan was developed in-house, the only incurred costs to date are staff salaries) and planning and implementing the most cost/revenue-efficient initiatives. In doing so, staff are on track to achieve a cash flow positive first year of the program, thanks to the contribution of the paid parking initiative and the new revenues brought in by the Hospitality Initiatives.

Considerable staff time during the first year went into planning projects that will generate significant gross revenues (e.g., SAND, Street Furniture Advertising) and initiatives that will create sustainable and ongoing revenue streams (Infrastructure Fee Framework) in the coming years. As noted in Table 1.0, the expected annual gross revenue from initiatives underway is approximately \$4.4M by the end of 2026. A high-level financial analysis of annual gross revenue from all the 'Think Big'-related initiatives estimated a yield of approximately \$5.5M in annual gross revenue by the end of 2026, based on additional investments in human resources. The additional capacity would enable the 'Think Big' team to reach the estimated revenue goals, initiate projects in the queue, and support continuous improvement of the program and its long-term sustainability. The cost of the resources will be covered by the net revenues generated by initiatives included in the Action Plan.

OTHER CONSIDERATIONS

In July 2023, the Board approved the staff recommendation in the “Think Big” Revenue Strategy report to seek the funding and human resources required to action the preliminary revenue-generating opportunities. The ‘Think Big’ Action Plan started with one Senior Project Manager in Q3 2023 and expanded with the addition of a second Senior Project Manager in Q2 2024 to initiate revenue-generating projects in the queue. This increase in capacity enabled faster progress of the Action Plan; however, there are additional staffing needs to support the Action Plan and optimize the return on investment. Staff developed a business case to further expand the ‘Think Big’ team to deliver identified initiatives currently in the queue, identify new opportunities, and continuously improve the program. Two new positions can be added with \$250,000 reinvestment from the ‘Think Big’ revenues, creating the necessary capacity to meet the gross revenue target (\$5.5M annually) by the end of 2026. This budget request is under review in the annual Park Board Service Plan and budget process.

CONCLUSION AND NEXT STEPS

In its inaugural year, the ‘Think Big’ Action Plan became a ‘household name’ at the Park Board and among staff. The revenue-generating lens has been used in planning projects and strategies across the organization. The new direction enabled staff to start shifting internal practices and to join City of Vancouver-led projects such as SAND and the Street Furniture Advertising to ensure an efficient use of limited resources and leverage the economies of scale. The program has been successfully implemented and it has shown its revenue-generating potential. There is an opportunity to significantly increase Park Board revenues with strategic investments and continuous support of the program.

The next steps include an effort to expand the ‘Think Big’ team while continuing to initiate, plan, and deliver on the ‘Think Big’ initiatives. Staff will update the Board annually on the Think Big Program implementation through the Service Plan report.

APPENDIX A

Think Big Initiatives

The 'Think Big' Revenue Strategy motion directed staff to enable opportunities for increased commercial revenues. The Board-approved Think Big Action Plan identified revenue-generating projects to be initiated by staff. The list below highlights the initiatives underway and provides details about the scope of work, current state, financial impact, and next steps in the process. This is followed by a timeline with estimated milestones.

1. SAND – Sponsorship, Advertising, Naming Rights, Donations

Project Objective	Increase revenue to reinvest in enhancing service levels and improving the asset condition
Completed Milestones	Developed a framework, issued an RFP, selected and onboarded a consultant
Anticipated Revenue Generation Start	Q2 2025
Estimated Annual Gross Revenue (Sponsorship & Naming Rights only; when fully implemented)	\$1M

Park Board staff became members of the Inter-department Project Team and the Inter-department Steering Committee in Q3 2023. The scope of the SAND project covers four domains – sponsorship, advertising, naming rights, and donations.

Currently, staff are in the planning stages of the sponsorship and naming rights components while the donations are in an early initiation stage, and the advertising is in the scope of the consultant and will be initiated in 2025. The overall Park Board objectives of the SAND – Sponsorship and Naming Rights project are to increase revenues by offering specific assets (e.g. buildings, movable property, events, digital assets, and other) to organizations interested in affiliating with the Park Board through various sponsorship and naming rights opportunities. The secondary objective of this project is to reinvest the solicited revenues for enhancing service levels and improving the overall condition of the aging assets. The naming of parks is not in the scope of this project.

Staff issued a Request for Proposal (RFP) to contract a consultant to develop a sponsorship and naming rights strategy, identify and action immediate opportunities, and act as a sales broker in leading the sponsorship and naming rights sales strategy. Staff evaluated the proposals and selected a successful proponent. The next steps in the process are to carefully select assets that will be included in the sales strategy. The Board will play a key role in the next steps and will receive a memo with specific and more detailed information regarding this project in Q4 2024. The project team anticipates starting to generate revenues through the sales strategy in 2025.

2. Optimize Parking Revenues

Project Objective	Achieve financial sustainability to fund parks and recreation improvements
Completed Milestones	Progressed Parking Strategy, implemented paid parking pilot at Spanish Banks Beach
Anticipated Revenue Generation Start	Ongoing (started Q3 2024)
Estimated Annual Gross Revenue (*when fully implemented)	\$1M

The Parks and Recreation Parking Strategy is being developed to improve how parking at community centres, recreation facilities, parks, and beaches is managed and planned for in the future. Alongside improving user experience/access and management of parking infrastructure, the Parking Strategy has a key goal of achieving financial sustainability, with potential to attain annual revenue streams that fund parks and recreation improvements across our system. To increase revenues, parking lots are being identified with the greatest community benefit to transition from unmanaged lots to managed pay lots and staff are working to align parking revenues with park services and amenities.

In March 2024, the Board approved a 12-month paid parking pilot for Spanish Banks Beach Park. As this pilot was implemented in July of this summer, reporting back on findings is still early at this point. Staff will update the Board in Q2 2025 on the performance of the pilot, one year after its launch. Initial revenue forecast for the selected option of \$1 hourly parking rate was for approximately \$120,000 in annual gross revenue.

3. Street Furniture Advertising

Project Objective	Increase revenues and enhance litter collection service levels and visual appeal of garbage receptacles
Completed Milestones	Developed a framework, issued an RFP, built a process flow, identified potential sites for digital ad panels
Anticipated Revenue Generation Start	Q1 2026
Estimated Annual Gross Revenue (2026)	\$1.25M

Park Board staff became members of the Inter-department Project Team and the Inter-department Steering Committee in Q3 2023. The overall Park Board objectives of the Street Furniture Advertising project are to increase revenues by implementing digital advertising panels and to improve service levels by installing and maintaining various street furniture, such as cart enclosures for garbage receptacles. A Request for Proposal (RFP) is currently posted on the BC Bid website, seeking proposals for a new street furniture vendor.

Based on the projected timeline and transition period to the new vendor, the successful proponent is expected to have the opportunity to begin the installation of new digital advertising panels in Q1 2026. The digital advertising panels have been a significant source of revenue for the COV.

Pending the negotiations of a new agreement and based on an estimate of 10-15 potential panels on Park Board property, this initiative may generate approximately \$1.25M per year, starting in 2026. Staff will apply key principles such as prioritizing locations in a hard-scaped setting and restricting advertising in sensitive areas (e.g., green spaces, culturally significant areas, etc.).

4. Infrastructure Fee Framework (Phase 1)

Project Objective	Increase revenue to reinvest in the aging revenue-generating assets
Completed Milestones	Completed a jurisdictional scan, mapped out the administrative process, identified the fund collection process
Anticipated Revenue Generation Start	Q1 2025
Estimated Annual Gross Revenue (2025)	\$500,000

Infrastructure Fee Framework (Framework) is being developed to enable direct reinvestment of revenues into the aging Park Board infrastructure. The purpose of the Infrastructure Fee is to create an additional funding stream to support unfunded non-recurring infrastructure projects and unknown future infrastructure-related needs by collecting a portion of applicable fees each year and saving them in a reserve fund, providing available funding when needed.

Several subject-matter experts across the organization formed a project team that has been developing the Framework. Staff completed a jurisdictional scan to provide a thorough review of policies, practices, and regulations from different regions, identified the service areas that will be included in the Phase 1 of the Framework, mapped out the administrative process of transferring the revenue from the payment to the reserve fund, and identified the fund collection process. The proposed Framework will be brought to the Board for approval in Q4 2024 with the objective for the Framework to be included in the 2025 Fees & Charges Report. Staff also identified an opportunity to continue this project with a Phase 2 to review and analyze opportunities such as ground transportation fee, commercial operation permit fees, and select service areas not included in the scope of the first phase.

5. MST Business Partnership Development

Project Objectives	Align with the UNDRIP Action Plan to support MST businesses, enhance their visibility, and enable revenue-generating opportunities
Completed Milestones	Initial meetings with MST
Anticipated Revenue Generation Start	TBD
Estimated Annual Gross Revenue	TBD

Staff met with representatives from business services departments of Musqueam, Squamish, and Tsleil-Waututh Nations to learn how the Park Board might best work with the Nations to support shared goals for economic development. Before considering new revenue-generating partnerships, a process map outlining steps for the appropriate involvement of all three Nations is being prepared internally ahead of review and further engagement with each of the Nations.

6. Nominal Leasing Policy & Business Plan

Project Objective	Generate revenues to cover the cost of maintenance and renewal of leased facilities
Completed Milestones	Drafted select new lease agreements, entered negotiations with select leaseholders
Anticipated Revenue Generation Start	2025
Estimated Annual Gross Revenue (2025)	\$100,000

Inventory and analysis are underway to review nominal leasing fees in support of a fair, transparent, and consistent framework for monetizing leases. The expected outcome will be a pilot program for 2025 with the goal of generating revenues to cover the costs of maintenance and renewal of the leased facilities. This approach is expected to follow and be informed by completion of the Comprehensive Fee-setting Framework currently being developed in response to recommendations of the Auditor General.

7. VanSport

Project Objectives	Address gaps in sport delivery, promote sport access, generate additional revenue
Completed Milestones	Developed the VanSport structure and conceptual plan, completed a key stakeholder engagement
Anticipated Revenue Generation Start	2025
Estimated Annual Gross Revenue (2025)	\$20,000

VanSport aims to deliver recreational sport programs, leagues, and sport resources. Staff have developed an updated model, with feedback from a key community sports organization (Volleyball BC) and will prepare an RFP looking for interested proponents to deliver a VanSport Volleyball League in suitable locations where volleyball sport leagues are currently permitted across the city. The RFP will consider Park Board programming objectives and community feedback. Consistent with established contract arrangements, staff will recommend a 70% (contractor)/30% (Park Board) revenue split aligned with other contracted services across the recreation services system. Staff are developing the RFP criteria for Volleyball leagues and plan to issue it for public consideration in Q3 2024. This would likely result in Leagues commencing in mid-2025. Based on the outcomes of the RFP and assessment of the initial sports league, staff will assess whether the contractor delivery model should continue for other sports leagues.

8. Hospitality Initiatives

Project Objectives	Generate revenues to fund parks and recreation improvements, enhance hospitality offering, and increase the vibrancy of public spaces
Completed Milestones	See below
Anticipated Revenue Generation Start	Ongoing (started Q2 2023)
Estimated Annual Gross Revenue (2025)	\$500,000

The “Think Big” Revenue Strategy motion directed staff to apply the revenue-generating lens to parks’ concessions operations by exploring partnerships with local breweries, restaurants and food trucks with the goal of turning park concessions into destination attractions providing unique experiences for users. Staff successfully completed several projects that enhance the vibrancy of the public spaces and generate new revenues by providing trendy food and beverage options and entertainment.

Liquor Launch at Pitch & Putts

On June 13th, 2024, staff successfully launched alcohol service at the Stanley Park and Queen Elizabeth pitch and putts. This initiative was made possible through partnerships with two local breweries, Steamworks and Stanley Park Brewing, offering customers a selection of local craft beers and coolers. Additionally, staff collaborated with Joie Winery to provide canned wine and with Edna’s Non-Alcoholic Cocktails to cater to a broader range of preferences.

Alcohol sales reached nearly \$40,000 in the first month. Staff project that this new service will generate approximately \$140,000 in additional gross revenue by the end of 2024 and \$230,000 in 2025. To enhance the customer experience, Park Board staff also constructed patios at both sites, providing a comfortable and inviting space for patrons.

Kitsilano Pool Concession Collaboration

Staff partnered with Batch to pilot an innovative concept at the Kitsilano Pool Concession patio. The collaboration revitalized the area, transforming it into a vibrant space where patrons can enjoy stunning views, sunsets, and live local music, while enjoying their favorite beach cuisine. The addition of locally sourced beer, cider, and wine has further enhanced the experience, creating a vibrant environment. This initiative has received positive feedback from the community.

Despite initial concerns that Kitsilano Pool might remain closed this season due to ongoing maintenance challenges, the concession has exceeded expectations. In less than two months of operation (June 15 - August 11), sales have surpassed \$320,000, operating on a limited schedule of Thursday to Sunday from 3 PM to 9:30 PM. This is a significant increase compared to 2023, where the Kitsilano Pool Concession generated less than \$100,000 in sales from the May long weekend to Labor Day, operating seven days a week. Staff are exploring the concept of creating an intimate outdoor wine bar in the patio area adjacent to the caretaker unit. This space would feature a more sophisticated menu, including charcuterie plates, cheese boards, shared plates, and gelato. Additionally, staff plan to activate the area as a morning coffee bar, offering fresh juice, smoothies, and locally made pastries. This successful collaboration provides a new and exciting venue for the community and demonstrates the potential of public-private partnerships to revitalize underutilized public spaces.

Sunset Beach Concession Enhancement

Staff made strategic investments in the equipment at Sunset Beach Concession, setting the stage for significant improvements in the coming seasons. The installation of two large deep fryers enables staff to serve beach favorites such as fish and chips, expanding the menu to better meet demand. The new espresso machine and slushy dispenser allow staff to cater to a wider range of customer preferences, from coffee lovers to those seeking refreshing summer drinks. These upgrades are expected to greatly enhance the menu and overall customer experience.

This summer, staff piloted a new patio, which has received positive feedback for both the enhanced dining experience and the improved ambiance. Staff anticipate that these enhancements will increase net revenue, and they are working toward transitioning this space into a year-round café.

Van Eats App

In 2024, staff successfully relaunched the Van Eats mobile app, supported by a range of new promotional materials, including branded concession uniforms, patio umbrellas, logoed napkins, and additional signage. As a result of these efforts, staff tripled the app sales, reflecting the effectiveness of the marketing strategies and the growing popularity of the app.

Pitch & Putt Tournaments

This season, staff hosted over 50 golf tournaments at Stanley Park and Queen Elizabeth pitch & putt courses. These tournaments were in high demand, serving as popular team-building events for local businesses and enjoyable community gatherings. The introduction of alcohol service at these tournaments has been well-received, contributing to increased net revenue.

Low Season Mobile Food Vending Program

In the 2023-2024 season, staff piloted the first low-season mobile food vending program by permitting three vendors to operate from October to April. Six additional vendors expressed their interest to participate. This program enables food and beverage services in underserved areas, while also offering smaller vendors an opportunity to operate during the low season.

9. Special Events & Destination Attractions

Project Objectives	Enhance vibrancy of public spaces and deliver special events and destination attractions desired by the public
Completed Milestones	See below
Anticipated Revenue Generation Start	Ongoing (started Q3 2023)
Estimated Annual Gross Revenue (2025)	TBD

The Board lifted the moratorium on introducing new commercial initiatives in our parks on December 5, 2022 (the moratorium had been in place since May 13, 2019). This action along with the 'Think Big' motion enabled staff planning the initiatives described above.

Special Events Hosting

Three new commercial events were successfully approved for 2023. While two of these events did not move forward for business and operational reasons, the Park Board successfully hosted the inaugural Great Outdoors Comedy Festival (festival) at Brockton Fields in Stanley Park on September 15 & 16, 2023. The festival was enjoyed by approximately 15,000 attendees and

received a predominantly positive response from attendees, artists, suppliers, and other stakeholders.

While the Park Board generated revenue for hosting this event, local business benefited from this event as the festival produced roughly \$2.6M in direct economic impact and over \$4M in total economic benefits. Additionally, the event generated an estimated 3,320 room nights at Vancouver hotels. The festival has also contributed over \$350,000 to charitable and non-profit organizations since its establishment in 2021. Some of the benefactors in Vancouver included the Stanley Park Ecology Society and Talaysay Tours.

Given the successful delivery and response to the event, the Board approved adding this event to the annual Calendar of Major Special Events, paving the way for the return of this signature festival in 2024. Despite staff's efforts and industry demand, the critical shortage of large event spaces across the city and park network combined with disruptive impacts from major infrastructure projects are expected to significantly hinder our ability to attract new large-scale events in the coming years.

Experiential Marketing & Brand Activations

In addition to special events hosting, the lifting of the moratorium also enabled staff to confidently attract and deliver an expanded number of experiential marketing and brand activations across the Park Board network. These novel initiatives enable values-aligned organizations to engage park users in creative ways, add to park user experience, and generate incremental revenues with minimal and temporary impacts.

Destination Attractions

Staff issued a Request for Expression of Interest (RFEOI) in Q1 2024. The scope of the RFEOI was to find a company (or companies) interested in designing, implementing, and operating attraction-based experiences in Queen Elizabeth Park. Staff received one submission from the procurement process and entered into a negotiation with the proponent. If the parties reach an agreement, the next steps will involve obtaining Board approval for the proposed concept and business partnership and operationalizing the activation in time for the summer 2025 season.

Developing Master Plans & Strategies

The "Think Big" Revenue Strategy motion also directed staff to apply a revenue-generating lens when developing master plans for all Park Board operations, including Queen Elizabeth Park, Stanley Park, marinas, beaches, fields and other facilities. This new direction informed the new Sport Field Strategy, the West End Waterfront Plan approved by the Board earlier this year, and the scope of work for the Golf Services Plan. These plans will have significant impact on the vitality of public spaces and the revenue-generating potential will be quantified at later stages of the rollout.

1. West End Waterfront Plan

In Q1 2024, staff undertook a high-level analysis of the West End Waterfront Vision to establish a baseline and forecast future impact to operating revenues and expenses, to inform sequencing of the plan. The goal was to balance losses and gains through the plan implementation, and to build new revenue-generating assets before decommissioning existing assets.

The analysis concluded that works that were planned for the next 10 years in English Bay Park (Phases 1, 2A, 2B and 2C) will not significantly impact operating revenues and expenses, subject to careful planning and coordination regarding major events on English Bay. Note that, should

other phases proceed earlier than planned in lieu of phases 1 and 2, staff would examine them more closely for operating impact. Future major revenue-generating opportunities in event hosting and food & beverage would be associated with investments in the new amphitheatre and café/restaurant at Sunset Beach Park.

2. Sport Field Strategy

The Sport Field Strategy builds upon direction provided in VanPlay and various other planning documents and adopted strategies, including the 2023 Think Big Action Plan. To explore new revenue generating opportunities and approaches, the Sport Field Strategy recommends Direction #2: Seek opportunities to apply a revenue generating lens. This includes numerous implementation actions over the next 10+ years such as 'update and align all outdoor permit fees with the new field classifications', 'create a pricing strategy' (cost recovery targets based on identification of direct and indirect costs), 'creation of a sport field renewal reserve' and 'establish an equipment storage fee'.

3. Golf Services Plan

The Board directed staff to apply the revenue-generating lens to the golf strategy. Staff are currently procuring professional services and anticipating starting planning processes in Q3 2024 and concluding by the end of 2025. The Golf Services Plan will be an action-oriented framework that will align the golf business model with best practices, specifically optimizing the food and beverage model while prioritizing financial sustainability and defining the investment/funding approach.

Government Funding Opportunities

The "Think Big" Revenue Strategy motion directed staff to prioritize sourcing funding opportunities from the provincial and federal governments to fund much needed infrastructure adaptation to climate change, such as, but not limited to, seawall and shoreline improvement around Stanley Park, Spanish Banks and Jericho beaches. Staff routinely apply for government grants to secure funding for eligible projects. A sampling of successfully secured grants is below.

UBCM: Disaster Risk Reduction – Climate Adaptation Program

The Park Board was awarded \$118,000 from this provincial government grant for coastal hazard and vulnerability assessment. Staff are currently in the procurement process for a project partially supported by this grant funding received in 2023 and added to the Seawall/Shoreline Planning line item of the current capital plan.

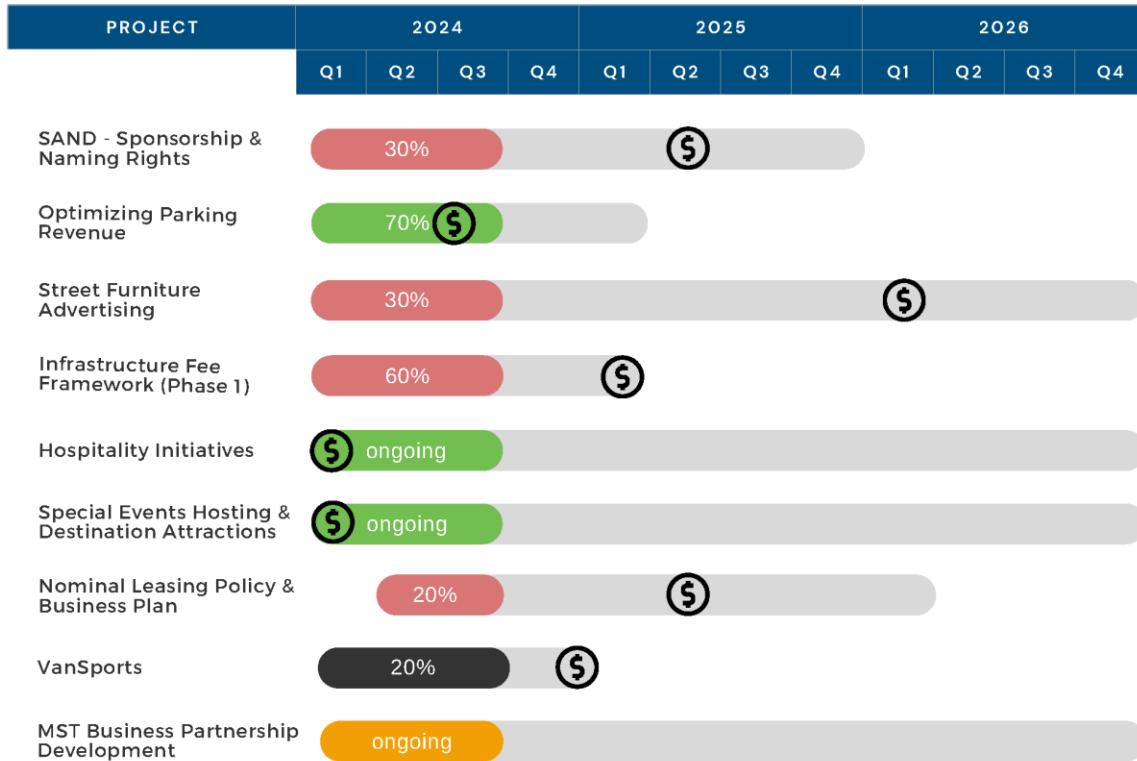
Federation of Canadian Municipalities Local Leadership in Climate Adaptation & Natural Infrastructure Fund

Staff submitted application for the above-stated granting programs and are awaiting replies.

APPENDIX B

Think Big Initiatives - Timeline 2024 – 2026

THINK BIG - TIMELINE



APPENDIX B

Think Big Initiatives - Timeline 2024 – 2026

THINK BIG - TIMELINE

