



Amenity Improvement Fee Framework

Multi-Year Pilot Program

Board Committee Meeting
Monday, October 21, 2024



- **The purpose of the presentation is to:**
 - Introduce the Amenity Improvement Fee Framework (AIFF)
 - Outline the AIFF rationale and development process
 - Highlight the positive impact of the AIFF
 - Seek the Board's approval of staff recommendations



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



- The program is expected to generate \$500k - \$700k in new revenue in 2025
- The Framework can help offset the insufficient funding for improvements in the net revenue-generating assets
- This model can diversify funding streams to Vancouver non-residents

Background - Previous Decisions



- VanPlay: [Goal 10: Secure Adequate and Ongoing Funding](#)
- [“Think Big” Revenue Strategy – Board Motion](#)
- [“Think Big” Revenue Strategy – Report Back](#)
- [2024 Fees & Charges – Parks and Recreation](#)



Previous Board decisions and direction



(Revenue-generating) Facility Condition Index rating + unfunded projects



Self-funding improvements drive long-term financial sustainability

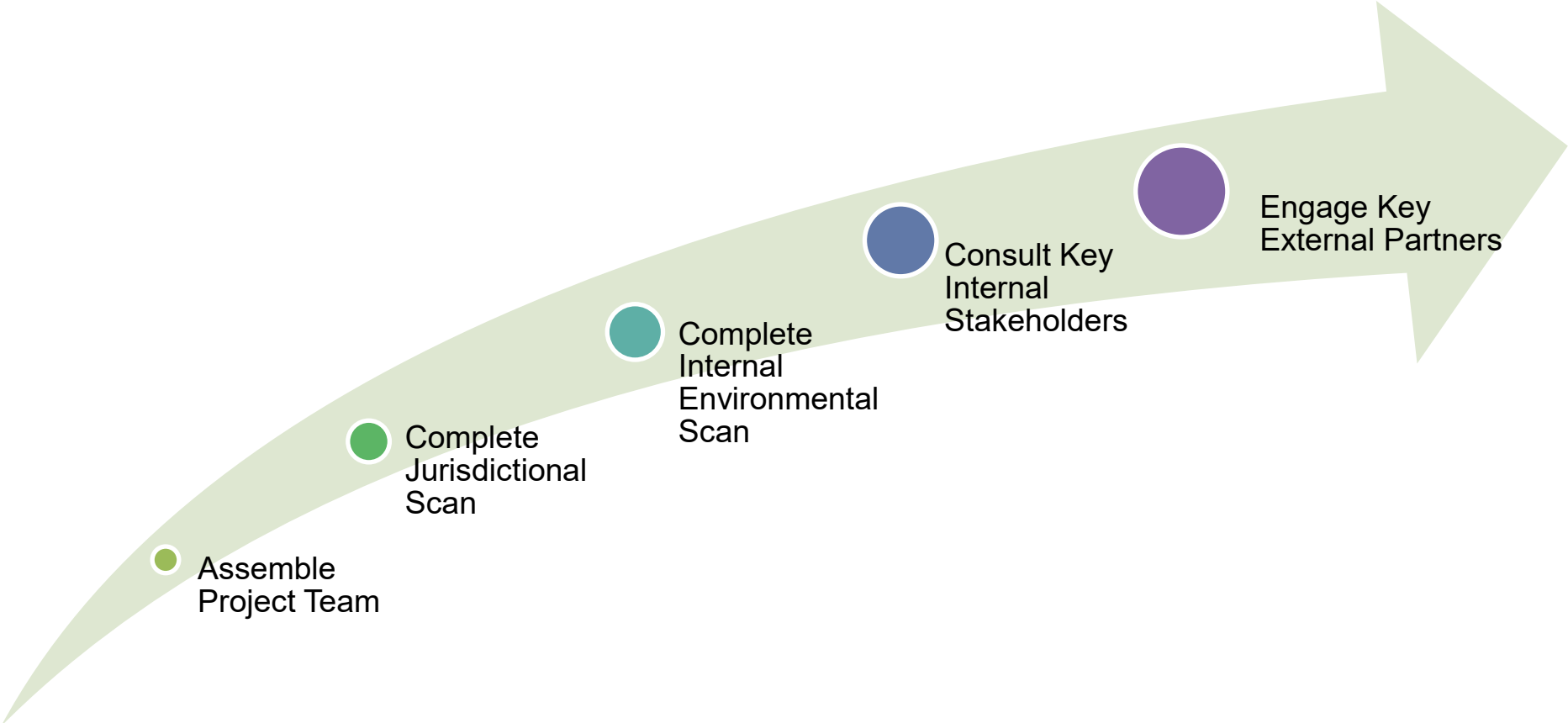


Amenity improvement costs funded by the end-users vs. taxpayers



Internal precedents (Golf, Vancouver Civic Theatres)

AIFF Development Process

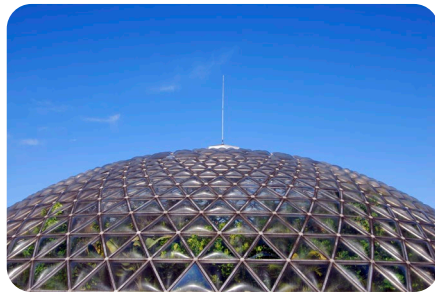




Amenity Improvement Fee Framework



The Framework facilitates the reinvestment of Park Board revenues directly into the same service areas to enable one-time amenity improvements.





Long-term sustainability



Scope criteria



Proposed services in scope



Amenity improvement fees



Fund allocation & implementation



Positive impact



The Framework

- The current funding model does not provide sufficient funding for the improvement of assets in scope
- Collecting infrastructure fees into a reserve fund set aside for amenity improvements is the asset management industry best practice



- Focus first on net revenue-generating service areas
- Suitable for direct reinvestment
- Unfunded needs



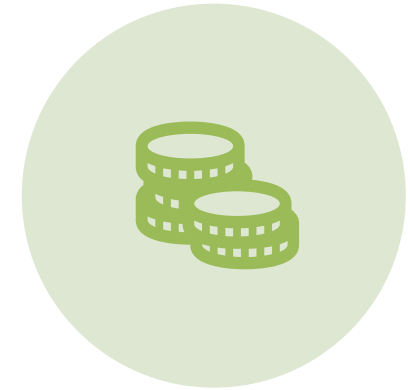
- VanDusen & Bloedel Admissions
- VanDusen Special Events
- Film & Photography
- Special Events
- Park Use Permits
- Stanley Park Train
- Burrard Marina (partial scope) *



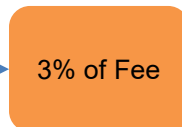
- 3% fee increase
- \$1 - \$2 per ticket on certain special events



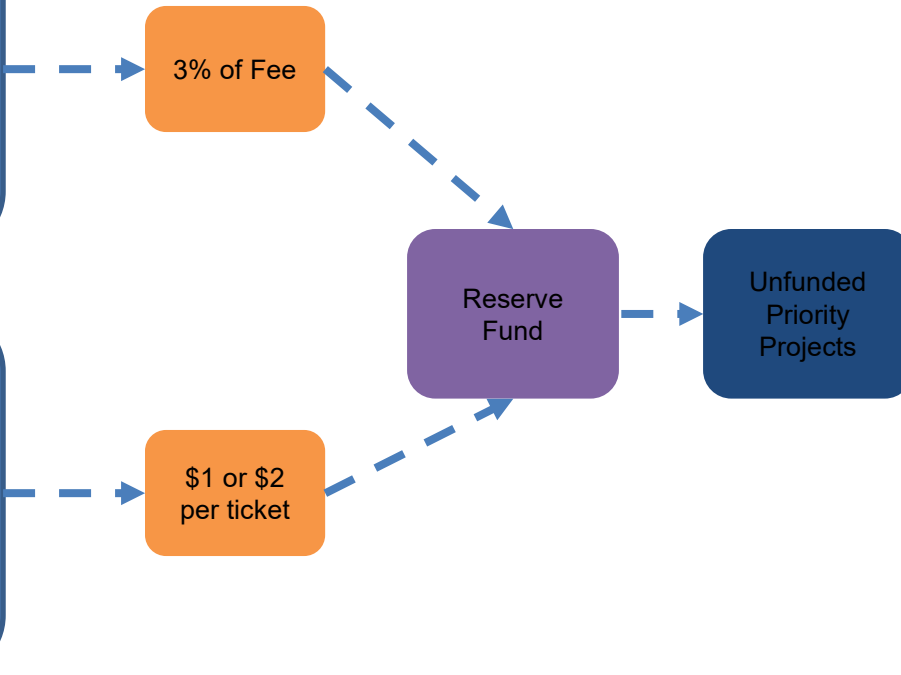
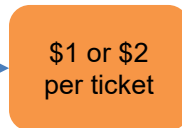
- One-time amenity improvements (no capital infrastructure or ongoing operations)
- Direct reinvestment in revenue-generating areas
- Collection in reserve funds
- Allocation through the Service Plan and budget process



- VanDusen & Bloedel Admissions
- Film & Photography
- External Non-Ticketed
- Park Use Permits
- Stanley Park Train Regular Operations
- Burrard Marina Fees



- VanDusen
- Third-Party Ticketed
- Stanley Park Train Special Events



“This major capital project represents a substantial investment not only in our golfing community **but also in our broader recreational future,**” Chair Jensen said. “The revenue generated by our golf courses is **critical for supporting and expanding public programs and recreational activities.**”



Challenges

- Extremely poor soil drainage
- Lowest rounds of all PB courses + one of the least playable courses in the Lower Mainland in winter months
- Council didn't support funding request to remedy the issue -> loss of \$2M in revenue

Realized Benefits

- Completion through the reserve fund
- Year-round playability
- Increased rounds & revenue
 - 2023 - Over 80,000 rounds (up from ~51,000 rounds in 2018)
 - 2024 – Most rounds of all Lower Mainland courses

Financial & Other Considerations

Service Area	Estimated Annual Revenue	Impact/Benefit
VanDusen & Bloedel	\$300k	New permanent generator in ~2 years
Stanley Park Train	\$130k	Park Board's portion of electrification of locomotives in ~2 years
Special Events	\$180k	New water connection every year or new power kiosk every ~2.5 years
Burrard Marina	\$50k	Funding priority projects such as the water supply upgrade



Financial & Other Considerations



- **2025 estimated revenue \$500k - \$700k**
 - Direct reinvestment -> no bottom-line impact
 - No negative impact on existing budgets
 - Estimates are subject to market demand fluctuations
 - AIFF revenue will increase proportionally with fee increases
 - Additional service lines (if approved) will increase AIFF revenues

- Net revenue-generating services supplement funding for the delivery of core Park Board services
- The Framework offers a sustainable solution to address the growing funding needs and direct reinvestment in net revenue-generating facilities
- The phased approach ensures balanced implementation, minimizing impact on Vancouver residents while securing a new revenue stream
- The user-pay model helps reallocate some funding to Vancouver non-residents and reduces the pressure on property tax increases

- If approved, staff will:
 - Embed the changes into the 2025 Fees & Charges Board Report
 - Continue the engagement with key external partners
 - Work internally to ensure smooth implementation of the Framework

- A. THAT the Park Board approve the Amenity Improvement Fee Framework – Multi-Year Pilot, as presented in this report.
- B. THAT the Park Board direct staff to work with City of Vancouver Chief Finance Officer to open interest-bearing Reserve Funds for the purpose of collecting the proceeds of the Amenity Improvement Fee Framework.
- C. THAT the Park Board direct staff to report back on the results of the Amenity Improvement Fee Framework – Multi-Year Pilot in Q4 of 2025 and Q4 of 2026.
- D. THAT the Park Board direct staff to analyze further opportunities for amenity fee implementation and report back with a recommendation as a part of the report back in Q4 2025.
- E. THAT the Park Board direct staff to report back with the proposed amenity improvement fees as part of the 2025 Fees & Charges Parks and Recreation report.



Q&A



