



Report Date: October 9, 2025

VanRIMS No.: 08-3000-30

[Submit comments to the Board](#)

TO: Park Board Chair and Commissioners

FROM: Director, Business Services

SUBJECT: Golf Services Review

RECOMMENDATIONS

- A. THAT the Vancouver Park Board approve the “Golf Services Review,” as outlined in this report and attached in appendix A, to optimize service delivery of Vancouver’s municipal championship and pitch & putt golf courses over the next 10+ years.
- B. THAT the Park Board direct staff to end the fixed \$299,400 annual contribution to the Park Board Golf Reserve Fund upon approval of this report, and shift it to a contribution based on percentage of golf revenues, to be implemented through the 2026 Fees & Charges process.
- C. THAT the Park Board direct staff to adopt an Annual Maximum Allowable Rate for championship golf and pitch & putt green fees through the 2026 Fees and Charges – Parks & Recreation annual report; and

FURTHER THAT, subject to approval of C, the Park Board delegate authority to the Supervisor of Golf Operations to set green fees and discount rates, not to exceed the approved Annual Maximum Allowable Rate.
- D. THAT the Park Board continue to provide biodiversity and habitat enhancement areas, invasive species management, and public park amenities like perimeter trails, on all municipal golf courses, as an ongoing component of the VPB Golf program.
- E. THAT all past Board motions regarding the Golf Services Review or Golf Strategy dated October 1, 2023, or prior are superseded by this report and Appendix A.
- F. THAT the Park Board direct staff to share this report and the Golf Services Review with Mayor & Council, for information, in accordance with the Audit of Park Board Revenue Management.

PURPOSE AND SUMMARY

The purpose of this report is to present the Golf Services Review (The Review) for the Board’s approval. It was developed pursuant to the Board’s 2023 *Golf Services Plan – Framework* decision to develop a plan to guide investment at golf assets for a 5- to 10- year time horizon. The Review provides direction on optimizing the golf business model to align with best practices, and to sustain and enhance current golf services levels.

In summary, the Park Board's championship and pitch & putt courses are high quality parks and recreation amenities that also help to fund other parks and recreation activities. Like many City-owned assets, there is deferred maintenance that requires attention and reinvestment. The Review outlines what needs to be done to maintain the Vancouver Park Board Golf Operations ("VPB Golf") business and improve access to the tee, and how to fund much-needed improvements in all six golf courses.

In alignment with the Park Board's Comprehensive Fee-Setting Framework, the Golf Services Review recommends continuing to operate VPB Golf as a profit centre. It identifies physical projects needed to maintain service levels and the associated revenue-generating potential of VPB golf, outlining actions that will support increased revenue generation and community benefit at all six golf courses.

This report recommends changes to the funding mechanisms for golf to ensure long term financial viability as a profit centre and commits to continue aligning golf operations with values and goals set in VanPlay.

BOARD AUTHORITY

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. All golf lands are designated permanent parks, except Rupert Park pitch & putt and Stanley Park pitch & putt which are under the care, custody, and management of the Park Board.

On October 19, 2020, the Park Board approved the VanPlay Framework which sets priorities and provides tools and policies to support the pursuit of equity, connectivity and access to parks and recreation for all. The VanPlay Action Plan (The Playbook) called for a long-term Golf Strategy to describe guiding principles and identify opportunities to expand programming options with respect to the golf assets. The Golf Services Review aligns with VanPlay's Direction to Welcome Everyone by responding to challenges and future trends through proactive park operations and maintenance practices.

PREVIOUS DECISIONS/UPDATES

[May 18, 2001, Golf Course Financial Sustainability Plan](#) – approved the establishment of a Capital Reserve Fund for future golf course improvements and major repairs.

[October 22, 2019, Golf in Vancouver Parks – Overview](#) – provided an overview of Park Board's golf services and operations, in response to the Board's request for information.

[November 4, 2019, Golf in our Parks – A Deep Dive Analysis](#) – directs staff to complete a Golf Strategy, building on existing environmental policies, long-term trends of golf and land usage, and considering the full spectrum of realized and unrealized benefits to inform its development.

[November 30, 2020, Service Plan, Operating and Capital Budgets – Parks and Recreation](#) – directs staff to postpone all non-essential capital investments and all non-essential maintenance improvement investments drawn from the Capital Reserve Fund for Golf Course Improvements (Golf Reserve), with the exception of investment(s) approved by Board prior to November 30, 2020, until full completion and adoption of the Golf Strategy, and that current funds from the Golf Reserve Fund be redirected to Finance and expedite the Golf Strategy

[January 16, 2023, “Think Big” Revenue Strategy](#) – directs staff to apply the revenue-generating lens to the golf strategy, including an exploration of several specific business actions. The “Think Big” Action Plan endorsed by the Board in July of 2023, seeks to address the growing maintenance and renewal needs of parks and recreation assets and sustain service delivery while reducing the burden on taxpayers.

[October 20, 2023, Golf Services Plan – Framework](#) – directs staff to proceed with a review of golf services with a shorter time horizon and more implementation-oriented deliverables than a Golf Strategy. The Framework also clarified that the study scope would not consider redeveloping golf lands for non-park use.

[November 27, 2023, Audit of Park Board Revenue Management](#) – was received and endorsed by the Park Board. The report includes specific findings and recommendations for its revenue generating activities, which includes VPB Golf.

[April 2, 2025, Auditor General – Update & Comprehensive Fee-setting Framework](#) – directs staff on fee-setting processes, including establishing a framework for profit centres such as golf.

[Sept 15, 2025, Auditor General - Audit of Recreation Facility Asset Management](#) – recommends that staff develop an asset management plan for recreation facilities and assess the benefits of implementing a balanced maintenance strategy that shifts focus towards planned and predictive maintenance.

CONTEXT AND BACKGROUND

In alignment with the Board-approved Golf Framework and the 2023 Auditor General’s report recommendations, the VPB has developed an action-oriented Golf Services Review for its golf assets aiming to support the golf system through the achievement of several project goals that include:

Primary project goals:

- Optimize the golf business model to align with best practices, prioritizing financial sustainability;
- Optimize food and beverage model at championship and pitch & putt courses;
- Sustain and enhance current golf and golf-supporting service levels, including on-course, driving range, and clubhouse services; and
- Define investment/funding approach and timeline to realize the service model.

Secondary project goals:

- Optimize ancillary uses at championship and pitch & putt courses – such as complementary recreation uses, wildlife habitat and environmental stewardship – to broaden public benefit; and
- Explore opportunities for reconciliation and equity in golf.

DISCUSSION

The Golf Services Review included asset and policy reviews, public engagement via an online survey, benchmarking, financial analysis, and strategic planning with subject matter experts and the Park Board leadership team. The inputs that shaped The Review were summarized in the *Current State* and the *What We Heard* reports.

Engagement

Public engagement was conducted via an online survey hosted on Shape Your City for two weeks in April 2025. The survey received more than 1,000 responses from various user groups e.g. championship golfers, pitch & putt golfers, trail users, clubhouse users. The key findings were:

- Golfers are generally satisfied with their experience at the championship courses. However, the survey results also reveal several challenges and opportunities for improvement, including booking experience, pace of play, practice facilities, and golf course conditioning, as well as:
 - Pitch & putt golfers are moderately satisfied with their overall experience; course-related conditions, pace of play, and wait times to access the course are not meeting the expectations for a large group of users
 - Clubhouse visitors are moderately satisfied with their overall food & beverage experience; improvements are likely to increase golfers and other visitors use of the Clubhouses.
 - Perimeter trails at the championship courses are largely meeting expectations of users; nearly half of trail users sometimes use the clubhouse washrooms and nearly a quarter use the food and beverage amenities.
- When asked for additional feedback, the key identified themes included concerns about paid parking, booking difficulties, course conditioning improvement, and pace of play concerns (see Figure 1)

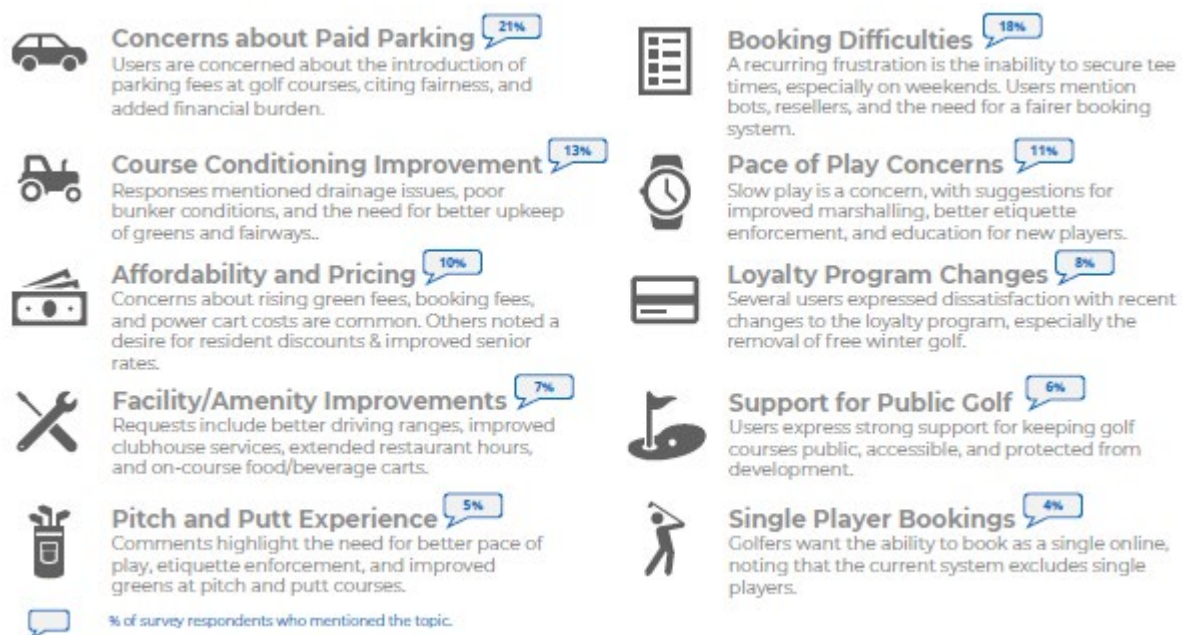


Figure 1: Additional feedback ('What We Heard' report p.15)

Recommendation A – Approval of the Golf Services Review

The Golf Services Review envisions a “welcoming and sustainable municipal golf system – one that inspires every golfer’s journey, strengthens community connections, and delivers lasting recreational, environmental, and economic value for the City of Vancouver.”

The VPB championship and pitch & putt courses are high-quality municipal courses, confirmed by a technical agronomic report conducted by US Golf Association and feedback gathered from the online public survey. However, after years of deferred capital maintenance, the courses require reinvestment in critical infrastructure to sustain existing golf service levels.

The Review recommends four service delivery objectives to support achieving The Review’s vision (for more information, refer to page 7 in *Appendix A: Golf Services Review*):

- **Deliver high-quality and inclusive experiences, including by:**
 - Updating policies related to advanced bookings, cancellations, and daily booking limits; and
 - Improving off-course amenities like technology-enhanced stalls at driving ranges
- **Modernize the business model, including by:**
 - Aligning discounts with industry best practices; and
 - Strengthening branding and digital integration
- **Broaden community and environmental benefit, including by:**
 - Piloting non-golf activities such as disc golf at pitch & putt facilities and events at championship courses; and
 - Finding ways to improve efficiency of water use.
- **Foster long-term stewardship of assets, including by:**
 - Shifting to a more sustainable funding model by growing the minimum allocation to the Golf Reserve Fund

Many actions outlined in The Review are policy changes with low or no associated implementation costs. Other actions requiring financial inputs will be prioritized and delivered as sufficient funding become available for use by VPB Golf. The top ten projects that will be prioritized for funding are (not necessarily in order):

- Continuous course improvements
- Improvements to bunker conditions and footprints at championship courses
- Tree management at championship and pitch & putt courses
- Course drainage improvements at McCleery and Fraserview courses
- Replacement of maintenance equipment
- Renovation of practice green at Langara
- Pilot adding technology-enhanced stalls at driving ranges

- Replacement of worn or damaged equipment at pitch & putts
- Minor enhancements to clubhouses
- Continued environmental improvements

Critical golf infrastructure & water use

The Review recommends implementing irrigation infrastructure replacements to mitigate failures and inefficiencies, when funding is available, with priority given to Fraserview due to its high-water use in the dry season. With climate change projections anticipating longer periods without rain and more extreme heat days each year in Vancouver, new irrigation systems will decrease potable and groundwater use and assist in meeting the annual water management plan budget.

In the interim, staff recommends budgeting for a full-time irrigation systems worker to service irrigation deficiencies and optimize water use for all golf courses. Staff also anticipate working with the City's Engineering department to explore rainwater capture solutions in golf courses that support the implementation of the City's Healthy Waters Plan, without negatively impacting golf service levels.

Parking

The Golf Services Review does not include recommendations around parking. Staff defers to the **Park Board's Parking Strategy** recommendation for piloting parking fees at Langara Golf Course, with exemptions for golfers because they are paying a significant fee for their time at the golf course.

Recommendation B – Increase contributions to the Golf Reserve Fund

Staff recommends a shift from a fixed to a percentage-based annual contribution to the Park Board Golf Reserve Fund, with the percentage proposed through the annual fees and charges process. The percentage-based approach will ensure that the Park Board has a reliable source of funding for improvements in golf courses that is tied to the performance of VPB Golf on an annual basis.

The Golf Reserve Fund was established in 2001 to fund golf course improvements and major repairs. Initial funding contribution was set at \$271,000 annually, and subject to inflationary increases. However, annual contributions have not increased to match annual inflation rates, and current annual contributions are not sufficient to maintain golf service levels. The 2024 contribution to the Golf Reserve Fund was \$299,400, while the budgeted surplus was \$6.8M for a total of \$7.1M that year (see Figure 2).



¹ The figures illustrated reflect the profit generated from daily operations of VPB Golf and do not include capital expenditures and corresponding transfers from reserves.

Figure 2: Annual VPB Golf Profit 2015-2024¹ (including contribution to Golf Reserve Fund in dark blue)

Although The Review recommends setting annual contributions to the Golf Reserve Fund to a minimum of 10%, staff do not recommend implementing the percentage contributions at this rate in 2026 as it would negatively impact other Park Board services funded by VPB Golf. Instead, staff recommend initially setting the contribution percentage to a rate to achieve the equivalent of the current contributions (approximately 2%) for 2026. Any incremental increase to the contribution percentage will need to be approved by the Board as part of the Fees & Charges process.

Recommendation C – Maximum Allowable Rate

Currently the Board approves fees and charges through an annual report that outlines numerous rates for a round of golf at each of the six courses, including discounts for senior and juniors. This is a cumbersome and rigid approach that does not follow golf industry best practice.

Staff recommend shifting to a single maximum allowable rate that is authorized annually by the Park Board through the *Fees & Charges – Parks & Recreation* annual report, and delegating authority to the Supervisor of Golf Operations to apply flexible pricing strategies based on demand that is dictated by season, time of day, and course conditions.

This ensures the Park Board remains responsible for setting a maximum rate that will be paid for a round of golf, while also giving flexibility to the Supervisor of Golf Operations to establish the reduced rate table, in alignment with the local market and the weather conditions.

Recommendation D – Environmental improvements and public park amenities

The Golf Services Review recommends continued stewardship of environmental and public access areas at all six golf courses, including:

- Biodiversity and habitat enhancement areas, invasive species management – since 2003, VPB has expanded out-of-play habitat areas by planting trees and pollinator meadows on championship golf courses. The Review recommends staff continue to provide ecological improvements on golf courses, including finding ways to increase and expand habitat for amphibians and birds and manage invasive species to benefit the environment, enhance public enjoyment, and promote a more varied golf experience.
- Perimeter trail improvements - trails at Langara and Fraserview are well-used recreation amenities that provide residents with access to nature. The Review recommends that VPB Golf continue to maintain the trails to broaden community benefit of the golf lands, which may require an increase to golf's operational budget to adequately maintain the trails.

Recommendation E – Supersede previous Board recommendations

Recommendation F directs that, with adoption of the Golf Services Review, golf-related Board Motions dated before the approval of the *Golf Services Plan – Framework* are superseded.

“Think Big” Revenue Strategy

In January 2023, the Park Board directed staff to apply a revenue-generating strategy lens to the golf strategy. Specific recommendations in The Review that are related to this motion include:

- Leasing club houses to restaurant food operators – The Review recommends exploring potential opportunities and risks of leasing club houses to restaurant food operators through targeted public bid requests from prospective operators;
- Raising golf fees for tourists – The Review includes booking policy recommendations to improve access to championship course tee times that are projected to make it easier for locals to secure tee times. The Review does not recommend a separate fee for tourists, following industry standards;
- Organizing fee-generating tournaments and other community events – VPB Golf will continue to pursue tournament partnerships and will look to find ways to expand community event offerings, including pilot projects for hosting larger tented events at championship courses to better understand its financial opportunities and risks; and
- Improving off-course services such as practice areas and putting courses and expanding or improving the food & beverage service at championship and pitch & putt courses.

FINANCIAL CONSIDERATIONS

VPB Golf contributes meaningfully to the overall Park Board budget each year. In 2023, more than \$7M in net revenues (see Figure 2) supported the broader VPB budget, up from a contribution of about \$3.5M in 2019.

A small portion of net revenue is currently set aside in the Park Board Golf Reserve Fund to pay for golf course maintenance projects, which is recommended to change as described in Recommendation B in this report. Approval of this recommendation will have no operating budget impacts. In 2026, the percentage increase will ensure at least the current contribution amount of \$299,400 with any profit be an additional percentage contribution to the reserve.

OTHER CONSIDERATIONS

The Golf Services Plan - Framework directed staff to explore opportunities for equity and reconciliation in golf:

- **Equity:** By operating as a profit centre, VPB Golf contributes to systemic equity by cross-subsidizing parks and recreation services so they can be offered at a lower cost to residents. Staff recommend continuing to operate golf as a profit centre.
- **Reconciliation:** The Review does not include any recommendations that would substantively advance Reconciliation. In future discussions about the golf operating model, The Review recommends that staff engage with the xʷməθkʷəy̓əm (Musqueam) Indian Band, Skwxwú7mesh Úxwumixw (Squamish Nation), and səliłwətał (Tsleil-Waututh) Nation to gauge if there is any interest in participating in operations at the golf courses.

RISK CONSIDERATIONS

Continuing to under-resource the ongoing maintenance and renewal of Vancouver's municipal championship and pitch & putt courses risks further deterioration of playing conditions, continued inefficient water usage, and lost revenue opportunities that could provide more profit to fund other parks and recreation priorities in future years.

CONCLUSION AND NEXT STEPS

Staff recommend that the Park Board approve the Golf Services Review and changes to funding of the Golf Reserve Fund to ensure long term viability of VPB Golf as a profit centre. The next step would be for the Supervisor of Golf Operations to propose a prioritized list of projects for 2026 and 2027, to the Director of Business Services for approval.

* * * * *



Vancouver Board of Parks and Recreation

Golf Services Review

2026 – 2035 Key Actions

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Acknowledgements



The lands considered in this Golf Services Review are managed by the Park Board and are the traditional, ancestral and unceded territories of the Coast Salish peoples: the xʷməθkʷəy̓əm (Musqueam) Indian Band, Skwxwú7mesh Úxwumixw (Squamish Nation), and səliwətał (Tsleil-Waututh) Nation.

Contributions

The Park Board would like to thank all staff and parties who contributed to the development of the Golf Services Review, which included a variety of groups within the Park Board, the consultants who supported throughout the process, and those who participated in the public engagement activities.

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 Tom Digby
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Why a Golf Services Review?



Review background and objectives

The Vancouver Board of Parks and Recreation ("VPB", "Park Board") manages over 250 public parks, beaches, and recreational facilities including the golf courses, pitch & putts, driving ranges, and clubhouse facilities. When approved in 2019, the VPB Services Master Plan ([VanPlay](#)) called for a long-term Golf Strategy to describe guiding principles and identify opportunities to expand programming options with respect to the golf assets.

On October 30, 2023, the VPB approved [The Golf Services Plan – Framework](#) ("Plan Framework") outlining high level direction to develop a Golf Services Plan with a shorter time horizon and more implementation-oriented deliverables than a Golf Strategy.

On November 27, 2023, the City of Vancouver's ("City") Auditor General presented a report ("[Auditor General's Report](#)") to the Park Board with specific findings and recommendations for its revenue generating activities, which includes Vancouver Park Board Golf Operations ("VPB Golf").

In 2023, the Board directed staff to apply a revenue-generating lens to golf operations and explore business-specific actions. The "[Think Big](#)" [Action Plan](#) endorsed by the Board in July of 2023, seeks to address the growing maintenance and renewal needs of parks and recreation assets and sustain service delivery while reducing the burden on taxpayers.

In alignment with the Board-approved Framework and Auditor General's report recommendations, the VPB has developed an action-oriented Golf Services Review ("Review") for its golf assets aiming to support the golf system through the achievement of several project goals that incorporate objectives from the key directives and include:

Primary project goals:

- Optimize the golf business model to align with best practices, prioritizing financial sustainability;
- Optimize food and beverage model at championship and pitch & putt courses;
- Sustain and enhance current golf and golf-supporting service levels, including on-course, driving range, and clubhouse services;
- Define investment/funding approach and timeline to realize the service model.

Secondary project goals:

- Optimize ancillary uses at championship and pitch & putt courses – such as complementary recreation uses, wildlife habitat and environmental stewardship – to broaden public benefit;
- Explore opportunities for reconciliation and equity in golf.

As approved in the October 30, 2023 motion, the Golf Services Review does not consider redeveloping golf lands for non-park use.

Overview of the VPB Golf assets and facilities

Asset overview

VPB's golf assets and facilities represent a premier municipal golf system, with over 350k rounds played across the system, accommodating golfers of varying skill levels. The facilities feature championship (regulation) courses, in addition to pitch & putt facilities, driving ranges and practice areas designed to support players in progressing from beginners to advanced golfers, while having fun along the way. Aside from one other publicly available course (Musqueam Golf & Learning Academy), the VPB courses are the only other golf courses that the public may freely access within the city limits of Vancouver; all other golf courses within the city limits are private clubs where access is restricted to members and their guests.

The three championship courses include Fraserview, McCleery, and Langara, while the three pitch & putt courses are located within Stanley Park, Queen Elizabeth Park, and Rupert Park. VPB Golf offers two driving ranges, located at the Fraserview and McCleery championship course properties.

Each championship course property also features a clubhouse that provides a food and beverage outlet, a dining area and washrooms.

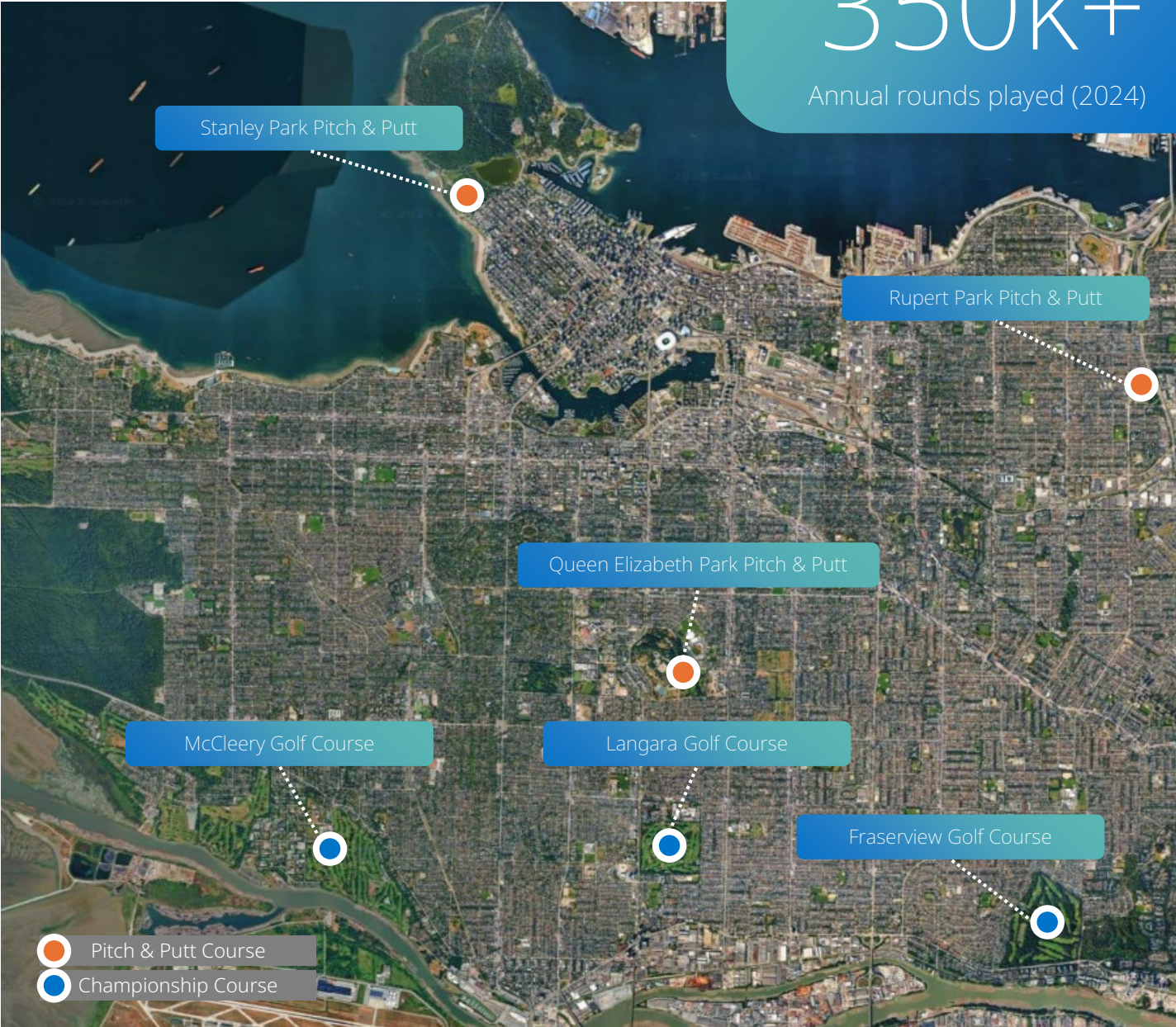
Key golf terminology

Championship (Regulation) course: Any nine-hole course 2,600+ yards in length (min par 33), or 18-hole course 5,200+ yards in length (min par 66); which feature a combination of par 3, par 4 and par 5 holes. These courses offer challenges for players with all skill levels. On average, a golf round takes approximately 4 – 4.5 hours to complete at an 18-hole regulation course.

Pitch & Putt course: Short par 3 courses where the holes average less than 100 yards in length. These courses are typically played with only 3 clubs (compared to a full set typically used at the championship courses). These courses offer challenges for all ages and skill levels, featuring a low barrier to entry for users. On average, a golf round takes approximately 2 hours to complete at an 18-hole pitch & putt course.

Driving range: Facility where golfers can hit golf balls for practice. The facility is accessible to all members of the public, not just the golfers using the course.

350k+
Annual rounds played (2024)



Golf Services Review process



The Golf Services Review was shaped through a comprehensive process that included asset and policy reviews, public engagement, benchmarking, financial analysis, and strategic planning in collaboration with Park Board leadership.

Current state review

01

- The composition of the golf assets and policies were reviewed to understand current service levels of VPB Golf.
- A comprehensive analysis of the current state of VPB Golf was conducted using information collected, materials from meetings, site visits, market scans, and financial assessments.
- VPB Golf was benchmarked against best practices in municipal golf through governance reviews, performance metrics, and asset evaluations.
- The **Current state overview** report was produced and shared with leadership and the public through Shape Your City ("SYC").

Public engagement

02

- Public engagement was conducted from April 16–30, 2025 through the Golf Services Review Survey (or the "Survey"), to gather feedback and input on current usage, satisfaction, and potential improvements for VPB's golf course properties – to support development of the Review.
- Over 1,000 responses were received through the Survey from golf users, trail users, and residents across Metro Vancouver.
- The **What we heard** engagement report was shared with leadership and the public through SYC.

Framework and planning

03

- In collaboration with Park Board leadership, key elements of the framework, business planning, and investment scenarios were thoughtfully considered.
- This process involved a detailed evaluation of various options and scenario comparisons, with a strong focus on identifying financial opportunities and assessing business risks. Considerations included cost implications, funding strategies for major upgrades, potential return on investment, and the long-term financial sustainability of VPB Golf.

Final Golf Services Review

04

- A strategic, action-oriented Golf Services Review was developed based on the framework to support the VPB's long-term vision and objectives for VPB Golf.

Golf services blueprint

The vision

A welcoming and sustainable municipal golf system—one that inspires every golfer's journey, strengthens community connections, and delivers lasting recreational, environmental, and economic value for the City of Vancouver.

Core service delivery objectives

VPB Golf intends to follow **four core service delivery objectives** that form the blueprint for realizing the vision.



Deliver high-quality and inclusive experiences

- **Tee time access:** Improve fairness and ease of access through updated booking policies.
- **Course conditioning:** Prioritize consistent maintenance and targeted upgrades to ensure high-quality playing conditions year-round.
- **Pitch & Putt experience:** Continue to support a fun social environment, while evolving to more golf-focused operation.
- **Off-course golf experiences:** Increase participation and expand opportunities to experience golf beyond the courses.
- **Contemporary food & beverage** - Enhance service levels and work to transition to a contemporary clubhouse/dining model.



Modernize the business model

- **Revenue management:** Evolving the fee-setting processes to improve flexibility and align with modern business practices in golf revenue management.
- **Third-party operations:** Explore alternative operating models to improve service quality, efficiency, and innovation.
- **Branding and marketing:** Strengthening brand unity and digital integration to increase visibility and engagement.
- **Inter-departmental collaboration:** Improved inter-departmental service collaboration and communication to align golf operations needs with broader municipal priorities.



Broaden community and environmental benefit

- **Expanded community access:** Support seasonal and off-peak uses of golf lands for other activities, cultural events, and nature-based activities without disrupting core golf operations or revenue generation.
- **Advancing environmental stewardship:** Continue driving sustainability by exploring opportunities to reduce water use, enhance the habitat quality of out-of-play areas, enhance biodiversity, and adopting eco-friendly practices.



Foster long-term stewardship of assets

- **Sustainable funding:** Calibrate existing dedicated funding mechanisms to meet the capital investment needs of golf and explore diversified funding sources to support ongoing reinvestment.
- **Systematic prioritization of projects:** Develop a multi-year capital plan that prioritizes critical infrastructure renewal and aligns with city-wide asset strategies and budgets.

1.0 Deliver high-quality and inclusive experiences

Why experience matters

VPB golf courses feature well-designed layouts, scenic settings, and a long-standing reputation for quality and access in the City of Vancouver. To fully realize their potential, the golf system must consistently deliver a complete experience which matches the quality of the courses themselves.

In a competitive local market where other courses are actively enhancing their offerings with significant investments in their golf courses, driving ranges, and restaurant areas—VPB Golf must continue to evolve to maintain its market position. The Survey showed that some aspects of the golfer experience did not meet the consistent, high standards expected of VPB Golf facilities.

The golf courses are highly utilized and delivering high-quality and inclusive experiences is not only essential to maintaining competitiveness in the market—it's fundamental to ensuring that these public assets continue to provide value, enjoyment, and community benefit for all Vancouver residents regardless of how they engage with the facilities. They serve a wide spectrum of users supporting a lifelong pursuit of sport and recreation: from beginners learning the game at the pitch & putt courses to seasoned players seeking competitive play, to those just stopping in for a bite after jogging the perimeter trails. This diversity of use highlights the need for a well-rounded, inclusive approach to experience design.



1.1 Improved access to Championship Course tee times

Vancouver's municipal golf courses are among the busiest in North America. Given the high demand, limited supply of tee times, and the significant allocation of prime weekend tee times to 'club' play. **It is more important than ever to ensure that access to booking a round of golf is fair, transparent, and user-friendly for residents.**

Survey feedback identified the booking experience as a significant opportunity for improvement. While demand may outpace supply, there are clear opportunities to improve how tee times are accessed and distributed. Enhancing the booking experience is essential not only for user satisfaction, but also for delivering services equitably, while welcoming everyone by ensuring that all residents have a reasonable opportunity to enjoy these public facilities.

The booking experience at the championship courses was the lowest-rated experience touchpoint in the Survey with an average rating of **2.7** out of 5.

Key areas of focus and actions

- ⌚ **1 Single golfer bookings:** Update booking policies to enable single-player bookings through the online booking platform whereby singles can join an existing bookings of 2 or 3 players.
- ⌚ **2 Booking authentication:** For reserved tee times, establish a policy and implement procedures to verify that the primary owner of the booking is present and using the reservation.
- ⌚ **3 Cancellation policy:** Adjust the minimum required cancellation window from the current 4 hours prior to align closer to local courses and industry best practices.
- ⌚ **4 Daily booking limit:** Consider removing the current group booking feature and limiting an individual user's booking ability to one tee time per day.
- 5 Club play schedules:** Collaborate with leadership of the clubs to transition scheduled club play away from prime tee time slots on weekends to improve fairness and increase the available prime tee time inventory for all golfers.
- 6 Standby notifications:** Explore the potential for adding and implementing a digital standby list (waitlist) or other third-party solutions for players to be notified of cancelled tee time slots.
- 7 Advanced bookings:** Transition to a tiered structure for the advance booking window whereby there is a greater premium for times booked further in advance to ensure the premium is a meaningful consideration for those booking tee times well beyond the regular booking window.
- 8 Staggered tee time release:** Pilot releasing tee times in a staggered format as the date of play approaches to increase the opportunities for bookings beyond the initial tee time release.
- 9 Adaptive golfing access:** Continue engaging with the adaptive golf community to better understand accessibility needs and identify opportunities to make the golf system more inclusive.

⌚ **Quick Start Action with a 12–24-month implementation period.**

1.0 Deliver high-quality and inclusive experiences

1.2 Elevate Championship Course conditioning

Golf course conditioning is among one of the most important experiential touchpoints. This is further reinforced by the Survey where golfers indicated that capital projects relating to course improvements were the number one priority for golfers. The long-term benefits of re-investing in golf course condition improvements at VPB facilities have already been demonstrated—most recently through the drainage upgrades at Langara. These enhancements were not only noticed by the golfers but enabled Langara to elevate its average green fee rate to match other VPB championship courses, increase off-season utilization, and become the most frequented course in the VPB golf system, while also receiving the highest golfer satisfaction score for course conditioning. Golf operations in the Lower Mainland region are quite unique compared to those in other parts of the country, as championship courses remain open year-round despite experiencing significant rainfall during the winter and shoulder seasons. **Elevating year-round conditions to offer a consistent experience throughout the year is critical to the success of the golf experience.**

Golf courses are living, breathing assets that require ongoing care and attention. While the championship courses are all generally in good condition, a recent assessment by the USGA Greens Section identified several opportunities for reinvesting in golf course infrastructure that drives quality levels for this essential experiential touchpoint, while also nurturing and protecting critical elements of the ecological network.

Key areas of focus and actions

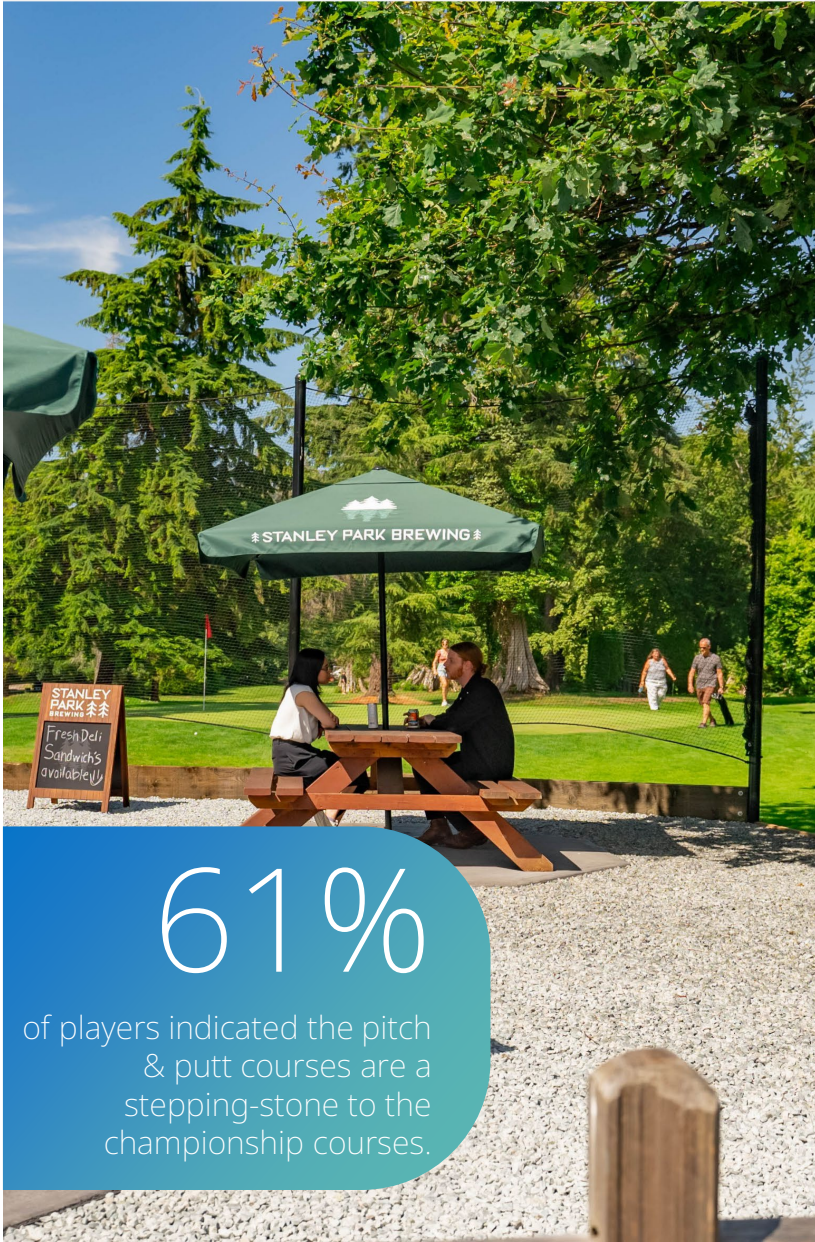
- ① **Labour tracking technology:** Implement a system for the tracking of maintenance labour hours relative to task needs, aimed at optimizing the efficiency of the deployment of maintenance practices from both a cost savings and labour resource management perspective.
- ② **Reduction/removal of back 9 starts:** Explore the potential for the reduction or removal of Back 9 starts to minimize golfers interfering with the completion of course maintenance activities early in the morning.
- ③ **Bunker conditions:** Improve the championship course bunkers with the addition of liners, replacement of drainage systems, upgrading of sand quality, and targeted maintenance practices, with a focus at Fraserview and McCleery.
- ④ **Bunker footprint:** Engage a golf course architect to help determine how to renovate bunkers to maintain their strategic significance while lowering the square footage to allow the agronomic team to adequately maintain them.
- ⑤ **Tree management:** Implement a tree management plan focused on selective removals (e.g., approach shots) to improve playability, air circulation and sunlight exposure for turf, while ensuring the timely clearance of downed/diseased trees.
- ⑥ **Course drainage:** Improve the existing drainage infrastructure at Fraserview and McCleery to strengthen the overall playing conditions throughout the year.
- ⑦ **Irrigation systems:** Replace the aging irrigation systems at all three championship courses, with a focus on Fraserview, while ensuring the appropriate maintenance levels are performed for the systems on each course to prevent critical failures prior to replacement.
- ⑧ **Putting green health:** Renovate the championship course putting greens to add additional subsurface drainage to reduce the risk of collar dams and turf disease.
- ⑨ **Ongoing agronomic assessment:** Continue regular agronomic assessments (e.g., every 3-5 years, or as required) to monitor course conditions and support stronger future conditioning across all golf properties.
- ⑩ **Continuous course improvements:** Reserve a portion of annual capital expenditures to support continuous course improvement efforts such as grass improvement, tee leveling, curbing and paving, etc.

27%

Increase in rounds played at Langara (from Nov-Feb) in the year following the drainage improvements.



1.0 Deliver high-quality and inclusive experiences



61%

of players indicated the pitch & putt courses are a stepping-stone to the championship courses.

1.3 Evolve the Pitch & Putt experience

Pitch & putt courses are a vital part of Vancouver's inclusive golf system, offering an affordable and convenient way for golfers to enjoy the game in relaxed, park-integrated settings. They serve as ideal entry points for new and casual players, supporting early skill development and guiding users into the broader VPB golf system. Recent improvements have focused on enhancing the social experience, driven by the success of patios and alcoholic beverage sales at Stanley Park and Queen Elizabeth Park. While the social atmosphere is key to growth, it's important to recognize that these are still golf facilities. Many surveyed golfers view pitch & putt courses as stepping-stones to the championship courses. The current cashier model creates limitations on the service levels able to be provided, primarily relating to on-course and golf experience management.

There are further opportunities to build on the social success while also elevating the golf experience through improved course conditioning (identified by the USGA Greens Section), and operational practices that should be implemented. The pitch & putts are not all used to the same extent, with Stanley Park servicing significantly more rounds than Rupert Park. The lower utilization at Rupert Park represents a strong opportunity to continue to grow the game through additional golf-development programming, lessons, and community-based services. **Overall, the vision for pitch & putt courses should be to remain fun and socially engaging with welcoming spaces and amenities, however, begin to operate in a more golf-focused manner.**

Key areas of focus and actions

- 1 **Queue management system:** Pilot a digital queue management system at Stanley Park to improve the visitor experience in high-demand periods – which maintains the first-come, first-served nature.
- 2 **On-course experience management:** Implement on-course marshaling and explore the use of GPS based technology to manage pace of play and golfer etiquette to support creating positive experiences for all players.
- 3 **Rental equipment:** Improve the current rental equipment offering to provide a new and appropriate selection of rental clubs.
- 4 **Tree management:** Implement a management plan focused on selective removals to improve playability, air circulation and sunlight exposure for turf, while ensuring the timely clearance of downed/hazardous trees
- 5 **Course infrastructure updates:** Replace the aging irrigation system at Queen Elizabeth Park and drainage infrastructure at Stanley Park.
- 6 **Connection with Championship courses:** Implement structured programs that increase the association of the pitch & putt to the championship courses – supporting the flow of golfers through the VPB system (e.g., discounted driving range bucket after pitch & putt round, formal lessons by VPB-affiliated championship course operators at the pitch & putts, etc.).
- 7 **Tee box maintenance:** Implement a program that continuously replaces worn or damaged teeing mats to ensure optimal playability for the golfers.
- 8 **Patio experience:** Continue to invest in and expand patio space and offer new convenient concession options to enhance the social elements of the experience, with a focus on Stanley Park and Queen Elizabeth Park.
- 9 **Short game experiences:** Add and enhance practice greens to expand entry-level experiences and allow golfers to engage while waiting to tee off and support community-based development.

1.0 Deliver high-quality and inclusive experiences

1.4 Increase off-course engagement

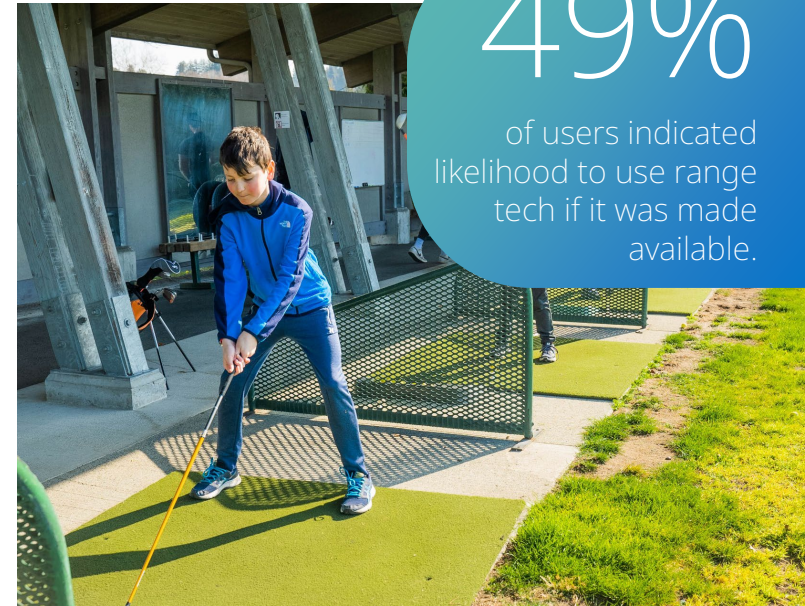
Off-course amenities such as driving ranges and short game practice areas are becoming an increasingly essential part of the golf experience. Driving ranges promote inclusivity for beginner golfers by providing a low-pressure space to practice and learn the game, without the stress and worry of holding up other players. As more people engage with the sport socially and recreationally, these facilities offer a cost-effective alternative to on-course play, delivering strong financial and experiential value to residents. The value of the off-course facilities highlights their growing role in attracting new participants, supporting long-term skill development, and fostering inclusivity across the VPB Golf system.

Survey feedback identified the driving range experience at Fraserview and McCleery as a top opportunity for improvement, second only to course conditioning. While VPB Golf's ranges currently follow a traditional setup, their potential is limited by infrastructure challenges and minimal integration with other elements of experience at the course. At Langara, although there is no driving range, the only naturalized area for practice is the putting green, which is currently impacted by turf health concerns and has resulted in a reduced area available for pin placements—effectively shrinking the practice area.

Enhancing these off-course assets with improved features and amenities is essential to creating a more engaging and satisfaction-oriented experience for all users.

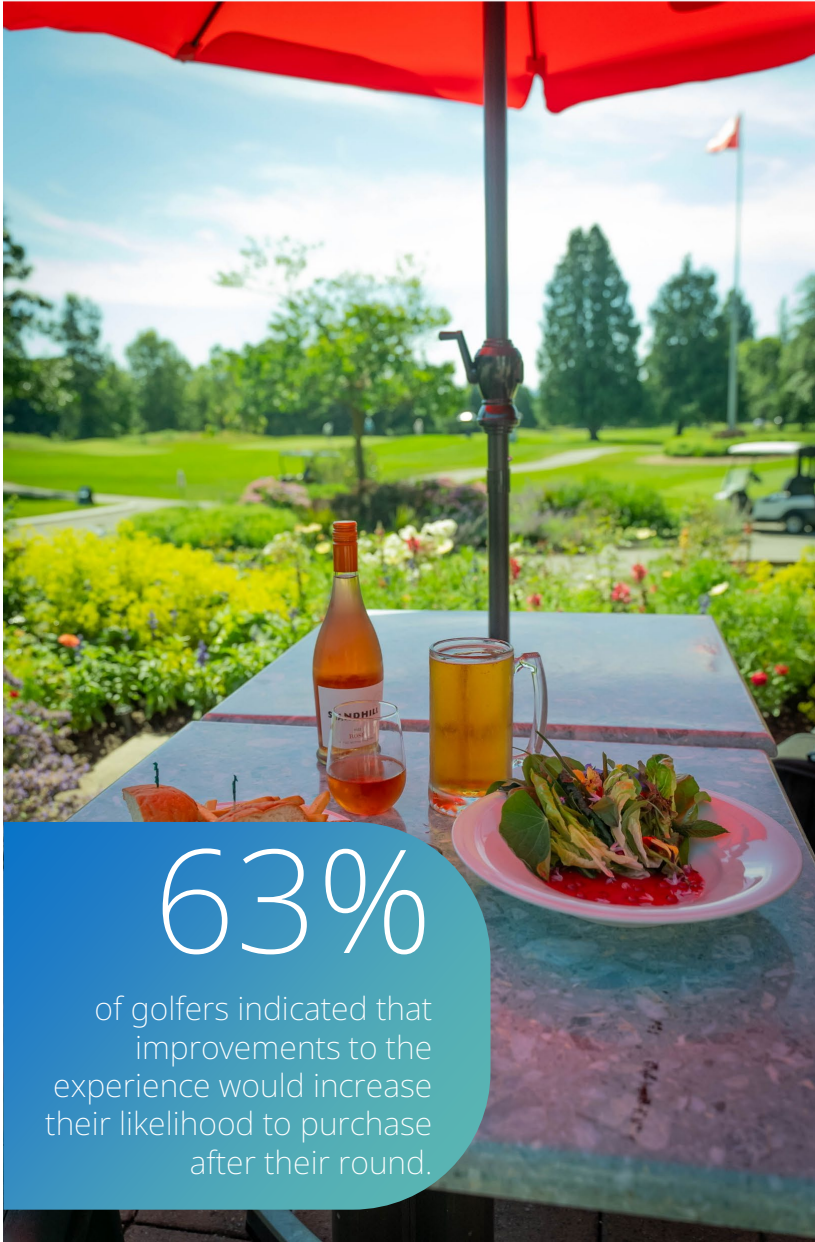
Key areas of focus and actions

- 🕒 ① **Technology enhanced stalls:** Pilot the addition of technology-enhanced stalls at the McCleery driving range while using the project as a test-case to support future design considerations at Fraserview.
- 🕒 ② **Seamless experience:** Improve convenience features at the driving ranges to facilitate a seamless, easy to use driving range as a stand-alone activity (e.g., self-serve ball dispensing kiosks and app integration).
- ③ **Fraserview driving range project:** Design and complete a substantial renovation and expansion to the Fraserview driving range, rebuilding both the structure and outfield areas.
- ④ **Langara practice green:** Renovate the practice putting green complex at Langara to revitalize the green and create more usable space for pin placements.
- ⑤ **Equipment replacement:** Implement a program that continuously replaces worn or damaged equipment (e.g., mats and practice balls, and rental equipment) to ensure the experience remains desirable.
- ⑥ **Food and beverage integration:** Integrate elements of the food and beverage offering directly into the driving range and practice environments to support the creation of a strong social atmosphere (e.g., addition of snack-bar within the driving range structure, food and drink stand on the driving range).
- ⑦ **Short game area enhancements:** Enhance the experience at the championship practice greens by implementing programs and features that create a fun and enjoyable environment for entry-level and beginner golfers to learn the fundamentals of chipping and putting, with an initial focus on expansion and redesign of the McCleery practice green adjacent to the driving range.



The Fraserview driving range was rated significantly lower of the two driving ranges at **3.0** out of 5 in the SYC Survey.

1.0 Deliver high-quality and inclusive experiences



63%

of golfers indicated that improvements to the experience would increase their likelihood to purchase after their round.

1.5 Modernize the clubhouse and dining experience

The clubhouses and dining experiences at the championship courses are essential touchpoints for the golf experience, as golfers spend extended time on-site with multiple opportunities to engage before, during, and after their rounds. Although the current mandate of the clubhouse operations is to serve the golfer, clubhouses also serve a broader community of non-golfing users, such as casual visitors and trail users. Operations are managed and operated by the VPB and rely on a lean service model which offers a limited-touch service experience. This service model has created challenges for delivering a more engaging and satisfying user experience—at a time when other municipal golf operations in the region are investing in enhanced full-service dining offerings.

Survey feedback and insights from the current state review indicate opportunities to enhance the clubhouse and dining experience for all users. Evaluating options for the longer-term operating model is considered in later sections, however, **there are opportunities to improve both the experience and foundation of the operations while supporting a shift towards a more contemporary experience.**

Key areas of focus and actions

- 🕒 1 **On-course experience:** Pilot the reintroduction of the beverage cart service at select courses and times during the peak season.
- 2 **Clubhouse enhancements:** Enhancements to the clubhouses that support an elevated experience, such as improvements to clubhouse interior spaces, patio spaces, exterior paint, and other elements of the customer-facing experience.
- 3 **Washrooms:** Renovate the washrooms to modernize their appearance to match the expectations for the levels of fees charged, while improving accessibility.
- 4 **Equipment upgrades:** Upgrade and add kitchen and service equipment as needed, to support the staff in delivering the experience to patrons.
- 5 **Clubhouse expansions:** Assess the feasibility of expanding the clubhouse footprint into underutilized space of the surrounding areas to improve infrastructure for hosting special events. Coordinate timing with golf course layout review work.

Users of the clubhouse and dining experience are moderately satisfied giving an average rating of **3.7** out of 5.

2.0 Modernize the business model

Golf—a profit centre

Golf plays a vital role in the overall VPB system by providing residents with accessible golf and recreational opportunities. Its impact extends beyond direct users—VPB Golf is one of a few VPB services that operates at a profit, contributing significant net revenue to support other operations and programs across the VPB.

To continue delivering these benefits to residents, VPB Golf should be empowered to operate as a business-oriented enterprise. This includes remaining competitive with other golf offerings in the Lower Mainland and adapting to the evolving golf industry, which increasingly relies on technology and data-informed pricing strategies to maximize course utilization.

Modernizing the business model is in alignment with key Park Board strategic directives outlined in VanPlay (importance of financial sustainability), the Auditor General Report (strengthening the fee-setting framework) and the Think Big Revenue Strategy (applying a revenue-generating lens to operations).

By evolving its business model and prioritizing these directives, VPB Golf can optimize revenue streams and ensure continued value for both golfers and the broader community.



2.1 Smarter revenue management

While the VPB Golf system offers strong value through competitive pricing, the current revenue model is outdated and limits financial performance potential. The championship course pricing structure is highly rigid, with over 450 rate combinations, making it challenging to adapt to changing market trends or apply modern pricing strategies. Additionally, the system offers deeper and more frequent seasonal discounts than most local competitors, sometimes reducing rates by up to 50% during off-peak periods. While intended to drive demand, this approach has contributed to a long-term erosion of the average green fee revenue generated per round at the championship courses (currently 60% of peak summer rates).

Golf operations in both local and broader markets are increasingly adopting more flexible revenue models, which enables them to adjust green fee pricing to align with changes in weather and a number of other variables that may impact demand. In the municipal space, many have introduced flexible pricing systems to adequately adapt to any changes in conditions. Under this model, a maximum green fee is set for the season, while daily rates fluctuate to balance access with optimal course use. This approach helps ensure fair pricing for players while supporting financial sustainability and efficient course management.

Modernizing the pricing model is essential to improve flexibility, align with industry best practices, and support the financial sustainability goals driven by key Park Board directives.

Despite green fees growing with inflation, the average rate collected per round has lagged by **15%.**

Key areas of focus and actions

- 🕒 1 **Streamlined fee approval:** Transition to a maximum allowable rate structure, where only the upper limit of pricing at championship and pitch & putt courses, along with key discounts are reviewed and approved at the Board level.
- 🕒 2 **Flexible pricing:** Delegate authority to the Supervisor of Golf Operations in collaboration with Financial Planning and Analysis to establish and approve all pricing strategies within the maximum allowable rate approved by the Board, including flexible discounting as-needed throughout the year to optimize tee sheet yield, rather than relying on multiple fixed seasonal rate schedules.
- 🕒 3 **Limiting off-season discounting:** Regardless of the pricing structure utilized, implement measures to increase the off-season average green fee per round by aligning off-season discounting closer to the levels of other market area courses and industry best practices.
- 🕒 4 **Market-aligned age-based discounts:** Limit opportunities for senior and junior rate discounting to Monday – Thursday and fully align Friday rates with weekend rates across all age groups throughout the entire year to reflect the higher demand and reduced tee time availability.
- 5 **Data-supported discounting:** Upgrade the current point-of-sale (“POS”) system’s capabilities and evaluate new golf management tools for the ability to enable more dynamic, data-driven pricing strategies. Assign dedicated resources to revenue management within the VPB Golf team to enhance pricing analysis, forecasting, and revenue optimization.
- 6 **Golf business intelligence:** Restructure backend classifications within the POS systems to enable deeper analysis of golf transactions, giving VPB Golf the tools to identify tee-sheet usage trends, refine pricing strategies, and ability to operate through data-informed decisions.

2.0 Modernize the business model

2.2 Explore alternative third-party operating structures

While VPB Golf currently manages food and beverage services, grounds maintenance, and pitch & putt operations internally, private-sector partners execute one of the most critical customer-facing functions—daily golf operations—which are contracted to a single third-party to manage all three championship courses. VPB Golf has historically and successfully used third-party operators to deliver golf operations and services efficiently and recently consolidated from two operators to a single provider to oversee golf operations at the three championship courses.

There may be an opportunity to further expand the use of third-party operators, concessionaires, and private partnerships to enhance service levels, improve operational efficiency, and potentially raise capital to support improvements to the facilities. For example, there may be potential for the scope of a third-party golf operator to expand to oversee pitch & putt operations as well as food and beverage services to create a more cohesive operation throughout the VPB Golf system, while providing elevated and consistent service levels. Alternatively, there may be opportunities for third-party operators to manage food and beverage services at specific clubhouses under a lease or concessionaire structure.

Any change in contracting is a longer-term initiative that may impact unionized staff and public nature of the golf courses—which will require careful work to mitigate negative impacts on staff and public golfing experience and ensure that VPB Golf's vision is maintained.

Key areas of focus and actions

- 1 Operator interest exploration:** Explore potential risks and opportunities through a comprehensive Request for Information and/or Request for Expression of Interest and Qualifications to assess market interest and evaluate the capabilities of prospective operators. This includes consideration for an expanded scope encompassing pitch & putt operations and/or food and beverage services, as well as identifying any potential stand-alone food and beverage providers to oversee service delivery at one or more of the facilities.
- 2 Service delivery monitoring:** Continue to monitor VPB Golf's performance and engage with relevant Park Board departments about the future operating model considerations, particularly relating to food and beverage and pitch & putt operations.
- 3 Direct partnerships:** Engage with potential partners who could support specific elements of the operations (e.g., the current golf operator and local micro-breweries to support the pitch & putt operations).
- 4 Assess impacts of outsourcing:** Review the implications from both a financial, operational, and labour relations perspective of outsourcing golf operations, food and beverage, and pitch & putt operations to a sole operator, multiple operators, or through direct partnerships.
- 5 Equity and reconciliation:** Engage with the xʷməθkʷəy̓əm (Musqueam) Indian Band, Skwxwú7mesh Úxwumixw (Squamish Nation), and səliłwətał (Tsleil-Waututh) Nation during considerations of the future operating model to gauge if there is any interest in participating in operations at the golf facilities.
- 6 Capital investment implications:** Ensure future operator contracts have provisions that enable the VPB to adjust revenue sharing arrangements related to areas where major renovation/additions were funded entirely by the City or VPB. Consider any implications from sharing capital costs expenditures with the operator(s) and its potential impact on revenue retention.



2.0 Modernize the business model



Nearly all municipal golf courses in the area have their own dedicated website.

2.3 Strengthen branding and digital integration

Modernizing the VPB Golf business model goes beyond operational improvements; it demands a unified, consistent experience across all touchpoints. Currently, the golf properties feature a wide array of logos, styles, and signage, which can dilute brand recognition and hinder the perception of a cohesive system. Additionally, VPB Golf's web presence is embedded within the broader City website, limiting its ability to establish a distinct, user-friendly digital identity, as limited search engine optimization efforts have resulted in affiliated club websites conflicting with the authentic VPB course pages. The reliance on the setup within the City network also creates administrative inefficiencies, especially when managing multiple updates to individual webpages throughout the year (e.g., pricing changes for seasonal rates).

As technology continues to reshape the golf industry, there are opportunities to integrate digital assets throughout the experience to building an integrated experience that develops a strong connection with users.

Key areas of focus and actions

- 1 **Branding unity:** Pursue a branding exercise to align efforts across all six properties, creating a unified approach that strengthens brand identity, enhances merchandising opportunities, and ensures consistency in guest experience and visual presentation throughout the golf system.
- 2 **Dedicated golf websites:** Work with the appropriate City departments to determine if a dedicated website can be developed outside of the City website, focused on providing an improved user experience.
- 3 **Website search promotion:** Develop and implement tactics to ensure that the golf course webpages are the primary result in searches to avoid confusion with affiliated but unrelated entities.
- 4 **VanGolf app integration:** Pursue the integration of the VanGolf App into more touchpoints of the experience to stimulate customer engagement (e.g., purchase range balls, track loyalty points, pre-order F&B, managing bookings, etc.).
- 5 **Pitch & Putt POS system:** Pursue an alternative to the existing POS system used at the pitch & putt courses as the current system does not capture the level of information required to support proper consumer-focused business analyses.
- 6 **Customer data collection:** Work with the relevant departments to understand the use permissions surrounding incorporating the demographic information collected as part of strategic business analyses and strategies for golf operations.
- 7 **VPB Golf merchandise:** Expand the sale of branded VPB Golf merchandise to the pitch & putt courses to increase the brand presence (among golfers) to all six facilities, while also creating additional revenue generating opportunities, including e-commerce opportunities.

2.0 Modernize the business model

2.4 Strengthen inter-departmental service collaboration

Golf operations are highly interconnected with other City and Park Board departments, creating a degree of reliance on their support for both daily service delivery and long-term capital projects. Major elements include equipment and infrastructure management, irrigation and forestry services, and financial oversight. These dependencies and high degree of reliance often present challenges for VPB Golf to ensure efficient completion of both operational tasks and longer-term capital projects, since scheduling and funding is often prioritized across all areas of the City and VPB within the current resource-constrained environment.

A key factor that would contribute to VPB Golf's success would be its ability to operate more like a free enterprise business that can be responsive to changing market conditions, and agile in making data-informed decisions. However, this approach can be challenging when relying on shared public service operations, as business-driven goals may not always align with the priorities of other City and VPB departments. To truly function like a business, VPB Golf would benefit from closer collaboration from these departments or the authority to independently manage certain functions. This could include, for example, directly hiring a contractor for a project or an arborist to implement tree management for VPB Golf.

Key areas of focus and actions

- 1 **Fleet management:** Continue working with the Fleet and Asset Management Division towards a scheduling program for equipment use and repairs that supports the prioritization of golf course maintenance needs.
- 2 **Forest management:** Continue working with Urban Forestry towards establishing a work program and schedule that supports the needs of the golf courses, while incorporating preventative tree management practices for the courses. Explore options to independently manage and execute relevant projects.
- 3 **Facilities management:** Enable reinvestment into golf facilities through identifying funds from the golf profit or other deemed-appropriate funding mechanism to fund identified facilities projects. Explore opportunities to allow the Park Board to manage and execute golf renovation projects funded by the golf profit.
- 4 **Financial management:** Continue collaborating with the Park Board finance team on budget setting expectations, and to ensure that appropriate financial results (e.g., reflecting all elements of full costing throughout the operation) are reflected within VPB Golf's departments within the SAP financial reporting system.



3.0 Broaden community and environmental benefit

Offering more than just golf

VPB Golf contributes significant net revenue back to the VPB budget to support the other parks and recreation operations and programs.

Although the core users are golfers, VPB Golf's courses and facilities offer opportunities for cross-use. Through integrated trails, shared amenities, and connections to surrounding park features, these spaces support access to green space in a dense urban environment and encourage social and recreational use.

In addition to providing recreational space, VPB Golf recognizes its facilities host habitat for urban wildlife, pollinators, and native plants. VPB Golf aspires to improve the environmental value of golf lands, in alignment with other City and Park Board strategies and plans.

~6km

Of dedicated walking trails integrated with the golf championship course properties.



3.1 Expanding community access

VPB Golf's courses serve as valuable community assets which support youth development, provide access to green space, and offer inclusive, multi-use environments. From public trails, dining and washroom access at the clubhouses, and integration with other park environments, access to these spaces help contribute meaningfully to community life in Vancouver.

Continually expanding access to these golf facilities is essential to ensure that a greater portion of residents can benefit from the social, recreational, and environmental value they offer. By broadening opportunities for participation, the VPB can strengthen the role these spaces play in fostering equity, inclusion, and overall community well-being.

Key areas of focus and actions

- 1 **Co-located activities at the Pitch & Putt courses:** Pilot the offering of non-golf or complementary activities at the clubhouses/patios or on the golf courses during any periods of low volume or closures (e.g., disc golf).
- 2 **Outdoor banquets and events:** Initiate a multi-year pilot program hosting larger, tented banquets/events at Langara and McCleery, while minimizing impact to public access to the facilities and the golf experience. Review the impacts from the pilot program to determine the feasibility of a permanent outdoor banquets and events program with dedicated spaces.
- 3 **Youth development at Rupert Park:** Work with the relevant City and Park Board departments, in addition to external partners, to work towards a formal agreement for youth programming at Rupert Park. Develop a dedicated practice area (e.g., putting green and hitting nets) to support the youth programs while minimizing impacts to paying golfers.
- 4 **Trail experience:** Continue to maintain the perimeter trails to a high standard that provides a safe and enjoyable recreational experience for users to access nature. Pilot the addition of engaging trail features and other interactive elements as appropriate.
- 5 **Community clubhouse uses:** Investigate additional avenues that the clubhouses could be made available and positioned to serve the needs of the local communities (e.g., voting stations, community rooms, etc.).
- 6 **Washroom access:** Improve washroom access throughout the properties for non-golf users. Ensure that accessibility requirements are considered when upgrades are made to the washroom facilities.

Integrated public trails are an uncommon but highly valued feature for public access to green space in urban golf settings.

3.0 Broaden community and environmental benefit

3.2 Advancing environmental stewardship

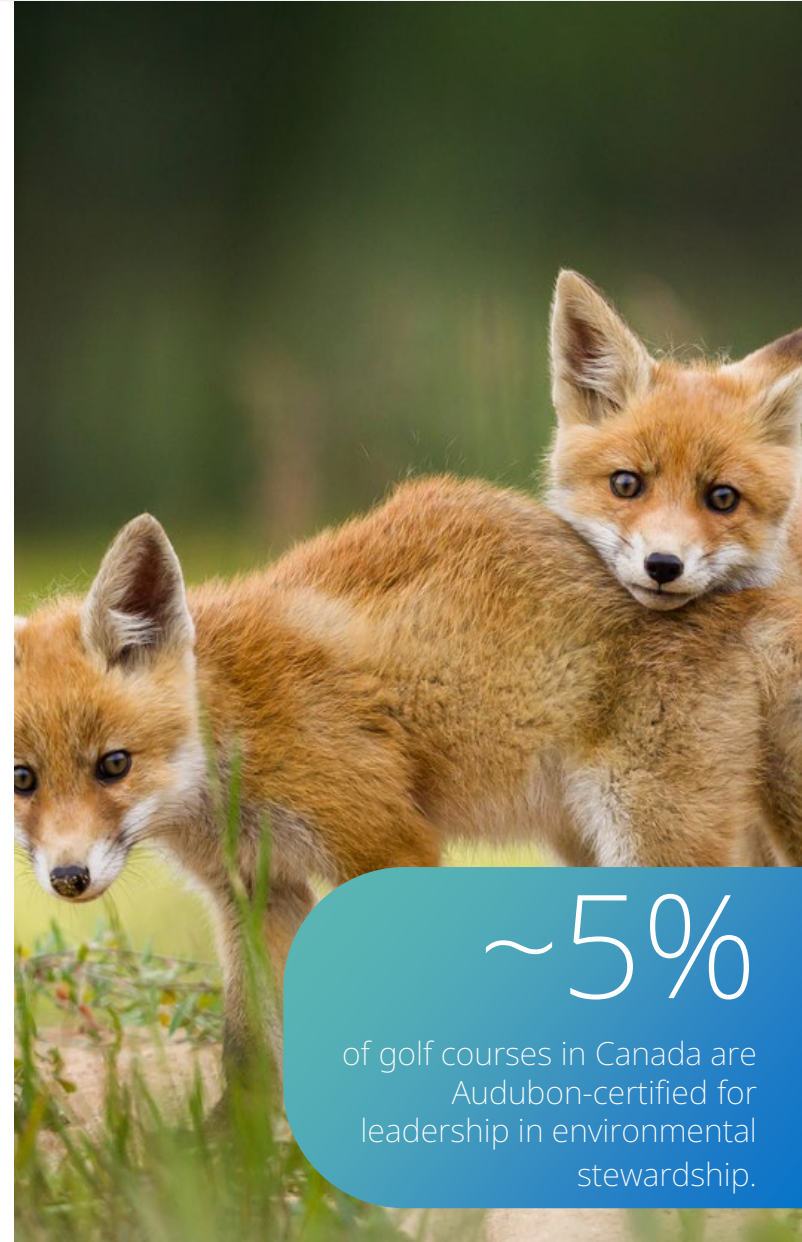
VPB Golf's championship courses are recognized leaders in sustainability, with all three being certified by Audubon International for demonstrating high environmental standards in all six required areas, which includes elements of environmental planning, water conservation, and wildlife habitat management. **These sites serve the community as biodiversity hotspots and provide vital access to urban green space.**

While most of VPB Golf's courses rely on potable water during dry periods, efforts are ongoing to reduce the level of usage in response to growing concerns around water scarcity. Collaboration between VPB Golf and environmental staff have already led to expanded naturalized areas, improving habitat value and public access to nature. Opportunities remain to further integrate green and rainwater infrastructure in out-of-play areas to support multiple environmental goals. The courses also participate in several biodiversity partnerships, which includes the Nature Vancouver and the Vancouver Youth Alliance. As biking infrastructure continues to expand across the City, VPB Golf can support active transportation by ensuring bike infrastructure is available for staff and guests at all of the facilities.

VPB Golf's continued stewardship efforts aligns with the City-wide strategies currently in place (e.g., the Biodiversity, Urban Forestry, and Bird Strategies), helping ensure these lands remain ecologically resilient and recreationally vibrant for current and future generations.

Key areas of focus and actions

- 1 **Dedicated irrigation specialist:** Hire a dedicated irrigation system specialist for the golf properties to manage these system for maximizing efficiency of water application.
- 2 **Water capture projects:** Work with the City of Vancouver Engineering department to identify potentially mutually beneficial water projects improvements/efficiencies to on-course use of potable and ground water.
- 3 **Environmental projects:** Continue to work with VPB's environmental planning team to complete ecological improvements on golf courses. Key initiatives include i) pond and wetland studies with targeted enhancements for amphibians and birds, ii) invasive species management in out-of-play areas, annual habitat monitoring, and internal pollinator meadow creation, iii) expanded tree and understory planting to support nesting birds, and iv) small mammal habitat-focused work.
- 4 **Alignment with existing strategies:** Continuously explore opportunities to improve environmental values and implement emerging Park Board and City priorities that also support golf operations.
- 5 **Environmental targets:** Establish environmental targets and goals for out of play areas and habitats through representation in other departments' planning processes. Develop a monitoring program to track progress.
- 6 **Support active transportation options:** Support active transportation options at the courses by considering opportunities for co-location of supporting infrastructure (e.g., bike lock-ups, micro-mobility stations, etc.).
- 7 **Autonomous and electric maintenance equipment:** Explore the integration of autonomous and/or electric maintenance equipment to support habitat management consistency and emission reductions.



~5%

of golf courses in Canada are Audubon-certified for leadership in environmental stewardship.

4.0 Foster long-term stewardship of assets

Responsible asset stewardship

Although golf courses may visually appear to primarily be open green space, in reality, they are living and breathing capital-intensive assets that require diligent, long-term planning to maintain and replace key infrastructure. Unlike some assets that can be used until failure, golf facilities cannot operate that way. Waiting until systems break down leads to higher costs, significant business disruption, and lost revenue. Major components such as irrigation systems, drainage, and clubhouses must be upgraded and replaced on a planned cycle to ensure continuity of service and protect the customer experience. Reinvesting in these facilities is required to preserve the market position, attract and retain players, and ultimately grow revenue which benefits the entire VPB system.

The golf courses have accrued significant levels of deferred maintenance, and a large portion of the infrastructure is aging and nearing the end of its useful life. Therefore, major replacements and critical work on irrigation and drainage, tree management, and deferred building maintenance are required in the near future. With the potential of limited public capital funding being available, golf must largely fund these expenditures through the revenue it generates. Incorporating capital costs into pricing and reinvesting in facilities is essential for long-term sustainability, improved customer experience, and continued financial contribution to the VPB.



4.1 A More sustainable capital funding model

When the Golf Reserve Fund was created in 2001, it was intended to cover minor golf-related capital maintenance, while major infrastructure projects would be funded through the capital plan, supported and delivered by REFM. However, this has not been the financial reality. Over the past decade, only about \$370,000 per year has been allocated to the Golf Reserve Fund. Since 2019, golf's profit has grown significantly and stabilized, however, all of the additional contribution generated has been directed to the Park Board's general budget, leaving limited funds for reinvestment into the golf assets.

Today, a fixed annual contribution of \$300,000 is made annually to the Golf Reserve Fund and is significantly below what is needed to maintain competitive facilities or meet service objectives. Other municipal golf systems (both locally and throughout the industry) dedicate significantly higher funding, often through mechanisms like capital surcharges on green fees or mandated allocations. Current budgetary expectations require Golf's profit to continue supporting the VPB at inflation-adjusted levels, with only new net revenues (above and beyond budgeted levels) available for any reinvestment. This methodology assumes steady growth in contribution, which is risky given the potential for impacts that market variability, weather, and other factors outside of VPB Golf's control may have on the operations. **Without a more sustainable funding model, VPB Golf cannot keep pace with reinvestment needs, putting asset condition, customer experience, and long-term financial stability at risk.**

65% of championship golfers indicated that they would be willing to pay an average of 7% more in green fees to support their desired improvements.

Key areas of focus and actions

- 🕒 **1 Grow the minimum Golf Reserve Fund allocation:** In concert with an increase of green fees beyond Consumer Price Index ("CPI"), redefine the structure to reserve a larger portion of annual revenues to support capital maintenance funding. It is recommended that going forward, at a minimum, 10% of total annual green fee and advanced booking revenues are reserved to the Golf Reserve Fund.
- 2 Secure additional capital funding from golf profit:** Re-assess the Golf Reserve Fund contribution annually, seeking ways to contribute beyond the minimum allocation (Action 4.1.1) to ensure high-priority projects described in this Review are completed within an appropriate timeframe. This will require tempering budget expectations for Golf Operations to continually grow without re-investing in maintaining service levels.
- 3 Seek additional funding support:** Engage with the relevant Park Board and City departments to understand what potential funding support can be allocated in future Capital Plans.

4.0 Foster long-term stewardship of assets

Visualization of capital funding methodology transition

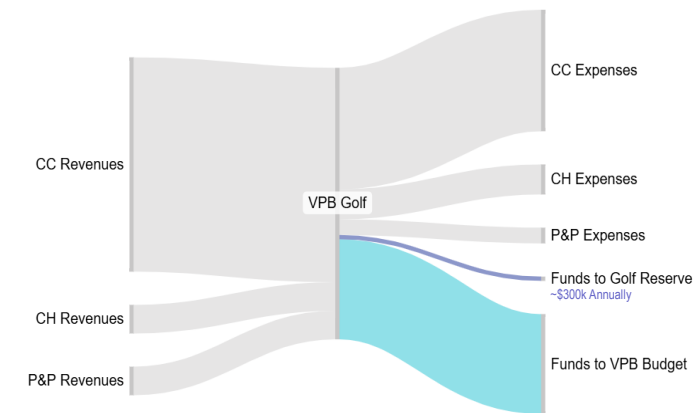
Current state

Not viable

VPB Golf is a unique operating service within the VPB, as its impact extends beyond golfers and direct users. It is one of the few VPB services that operates at a profit, contributing significant net revenue to support other operations and programs across the VPB.

Under the current funding structure—illustrated in the graphic below—almost all of the profit generated by VPB Golf is allocated to the **overall VPB budget**. As a result, very limited funds are contributed annually to the **Golf Reserve Fund** and **made available for golf related capital repairs and replacements**—far below industry standards and requirements.

The current funding structure presents significant challenges in funding and executing the projects outlined.



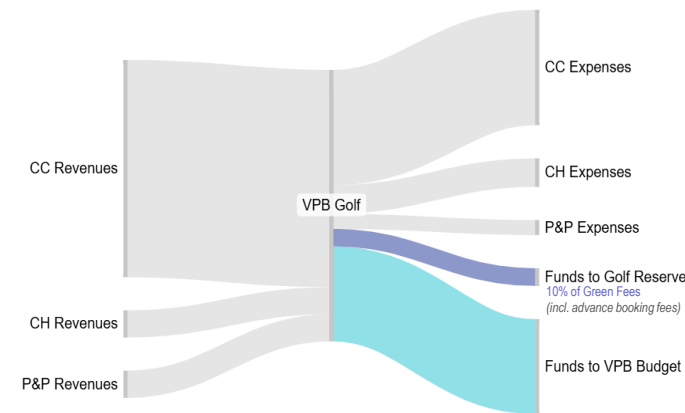
Achieve minimum funding threshold

Immediate near-term target

As highlighted, a key area of focus is to “Grow the minimum Golf Reserve Fund allocation”, with the goal of directing a greater portion of the profit generated to be reinvested in VPB Golf.

To further support this objective, additional revenue management are aimed at growing the profit while attempting to minimize any significant reduction in the funds that support the VPB budget. However, VPB should prepare for the possibility that prudent reinvestment in the golf assets may reduce the overall contribution to the VPB budget.

The increased contributions to the Golf Reserve Fund described in action 4.1.1 will enable VPB Golf to only fund the critical golf course infrastructure projects (see pg. 22) that help protect VPB Golf’s overall market position and long-term viability.



Fully self-funded re-investment

Longer-term target

To set VPB Golf up for long-term success, it should transition toward self-funding the recommended projects. Achieving this target will require further tempering to VPB’s budget expectations to allow VPB Golf to allocate sufficient resources toward these initiatives, as described in action 4.1.2.

Although annual reserve contributions within VPB Golf would increase under this scenario—enabling it to operate as a fully self-funded entity—a large portion of the current levels of the annual profit would remain available to support the broader VPB budget, in line with previous 10-year averages.

This ensures that VPB Golf continues to support other operations and programs across the VPB, while also ensuring long-term viability and quality of the golf system.

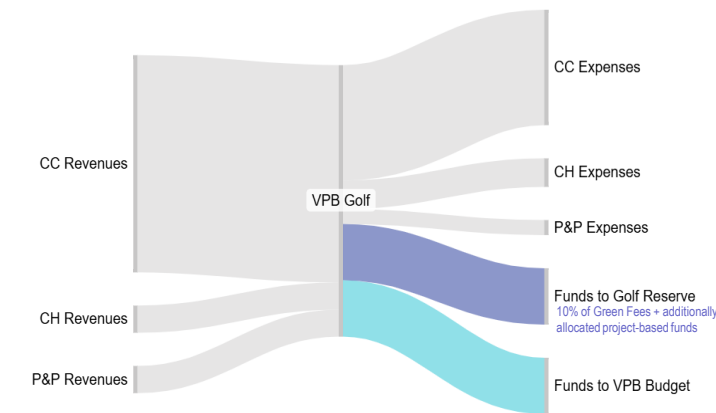


Chart Legend

CC = Championship Course, CH = Clubhouse, P&P = Pitch & Putt

4.0 Foster long-term stewardship of assets

4.2 Systematic prioritization of capital projects

Historically, the VPB has lacked a clear strategic direction on golf asset capital renewal. This Golf Services Review marks an important shift toward structured, evidence-based decision making.

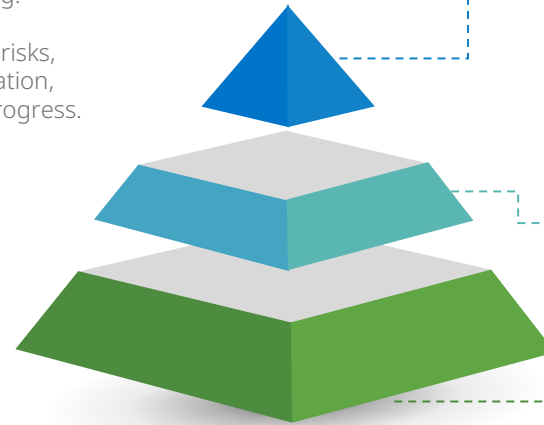
It consolidates asset condition insights, feedback from users, and identifies critical business risks, setting the foundation for a rolling 10-year capital program. Nevertheless, ongoing collaboration, annual updates, and alignment with financial performance will be essential to sustain this progress.

The projects identified in this Review are all recommended for completion within the 10-year time-frame of the Review. **All projects either directly or indirectly support the development of a more complete customer experience, and the long-term revenue generating ability of the VPB Golf system.**

However, the available funding and sequencing of improvements cannot be guaranteed at the onset of the Review. The Review presents a flexible framework to prioritize which projects proceed as funding becomes available.

Key areas of focus and actions

- 🕒 **1 Technical scoping and feasibility:** Conduct studies as needed to establish designs and support development of scope for bids with an initial focus on critical golf infrastructure, such as obtaining irrigation designs and architectural review of bunkering.
- 🕒 **2 Identify low-barrier projects:** For non-critical infrastructure projects, identify which projects can be undertaken with low barriers to start on the balance of factors of technical expertise, cost, and inter-departmental collaboration needed. This includes consultation with Park Board archeologists to identify any projects that may cause ground disturbance.
- 3 Collaborate with third-party operators:** Certain projects may have material impacts to operating agreements currently in place. Collaborate with existing operators and phase projects to align projects with current agreements and any future solicitations or contract renewals.



- 4 Consider any broader park plans:** Capital projects at pitch & putt facilities may require alignment with any broader plans currently taking shape (e.g., the current Stanley Park Comprehensive Plan).
- 5 Facilities deferred maintenance:** Work with the City's Real Estate and Facilities Management team to understand levels of deferred capital maintenance in golf facilities. This would support future discussions to advance investments in golf facilities within the context of VPB services that operate at a profit.
- 6 Continuous monitoring:** Establish a program that monitors all critical infrastructure assets to ensure the timing of planned replacement/maintenance work remains appropriate or if any adjustments are required.

3 Clubhouse and social enhancements

Enhancing the clubhouse and social experience – for example, by improving washrooms, social and dining spaces – elevates the overall golf experience. These improvements support the market position and appeal of the offerings, and welcome non-golfers into the space.

2 Off-course golf experiences

Off-course golf experience enhancements such as enhancements to the driving ranges and activation of short game areas will have a direct return on investment from incremental revenue generation, and will also serve to improve inclusivity and long-term growth in participation.

1 Critical golf course infrastructure projects

The nature of the business model, feedback from public engagement, and recommendations from experts and consulting agronomists clearly suggests that modernizing the on-course infrastructure should be the top capital priority, with the exception of any safety needs identified by REFM. Critical golf infrastructure projects include items such as irrigation system replacement, drainage remediation, renovations of greens and bunkers, and tree management.

4.0 Foster long-term stewardship of assets

VPB Golf operations generate sufficient profit revenue to self-fund essential maintenance and upgrades to facilities, infrastructure, and grounds; encompassing all projects outlined on this page. However, as a service that operates at a profit, VPB Golf revenues currently offset other parks and recreation services that deliver public good. The near-term transition in capital funding methodology (action 4.1.1) to achieve a minimum baseline level of capital reinvestment will support the funding of the majority of **critical golf course infrastructure** projects, but most of the remaining projects would not be funded until the transition to a fully-funded structure and additional funding sources are secured. It should be noted that some off-course and clubhouse projects may still precede critical golf course projects depending on timing, funding availability, and other factors on a case-by-case basis.

Critical golf course infrastructure



Architectural review of championship courses



Drainage infrastructure upgrades at Fraserview and McCleery



Selective removal/thinning of impacting trees at all six courses



Bunker and green renovations at all three championship courses



Irrigation design and replacement at Queen Elizabeth, Fraserview, McCleery



New irrigation green loops at McCleery



Irrigation design (and future replacement) at Langara



Pilot driving range technology at select hitting bays at McCleery



Renovate the practice putting greens at Langara and McCleery



Feasibility study, design, and construction for service improvements for the Fraserview driving range complex



Enhance the social experience at McCleery driving range experience



Reestablish putting green at Stanley Park and upgrade at Queen Elizabeth



Construct a practice/learning area at Rupert Park



Replace the netting surrounding the McCleery driving range complex

Off-course golf experiences



Clubhouse and social enhancements



Interior renovation of the championship course clubhouse buildings



Patio expansions and improvements at Stanley Park and Queen Elizabeth Park and development of community-oriented patio area at Rupert Park



Construction of dedicated events pavilions at McCleery and Langara



Addition of dedicated F&B service window at Stanley Park



Continue capital building maintenance projects lead by REFM

4.0 Foster long-term stewardship of assets

McCleery Golf Course

This overview highlights the key capital projects and priorities at McCleery that will support the necessary service levels, market position of the facility, and help secure long-term sustainability.



4.0 Foster long-term stewardship of assets

Fraserview Golf Course

This overview highlights the key capital projects and priorities at Fraserview that will support the necessary service levels, market position of the facility, and help secure long-term sustainability.

Water capture projects

Collaboration with City Engineering to identify potential water recycling projects.

Drainage remediation

Continuous enhancements to drainage infrastructure, including integration of smile drains and regrading of collar dams to support playing conditions in shoulder and winter seasons.

Driving range renovation

Design and complete a substantial renovation of the entire driving range complex, to modernize the structure and improve the experience for customers. The driving range complex should feature technology-enabled stalls, elements of food and beverage, and a short game practice area.

Tree management

Removal of dead trees across the property and selective removal/thinning of other trees per the USGA to promote healthy turf growth.

Bunker upgrades

Work with a golf course architect to renovate bunkers and reduce square footage while maintaining architectural integrity of the course.

Irrigation system replacement

Replace aging system with new triple row irrigation system with greens/surrounds sprinklers to reduce water usage and support playing conditions.

Clubhouse upgrades

Renovation of washrooms and improvements to clubhouse interior and patio to elevate the food and beverage experience. Upgrades to kitchen equipment and refrigeration as needed.

4.0 Foster long-term stewardship of assets

Langara Golf Course

This overview highlights the key capital projects and priorities at Langara that will support the necessary service levels, market position of the facility, and help secure long-term sustainability.

Tree management

Removal of at least one of the sequoia trees at the exit of the 3rd hole fairway, and selective removal/thinning of other trees per the USGA to promote healthy turf and tree growth.

Irrigation system replacement

Replace aging system with new triple row irrigation system with greens/surrounds sprinklers to support efficient application of water and playing conditions.

Bunker upgrades

Work with a golf course architect to renovate bunkers and reduce square footage while maintaining architectural integrity of the course.

Drainage remediation

Continuous enhancements to drainage infrastructure, with an immediate focus on collar dams on the putting surfaces to match the drainage infrastructure previously implemented across the rest of the course.

Practice green renovation

Renovate the practice putting green complex to revitalize the green and create more usable space for pin placements.

Habitat improvement areas

Habitat support through invasive species control in out-of-play areas and small mammal habitat-focused work.

Clubhouse upgrades

Renovation of washrooms and improvements to clubhouse interior and patio to elevate the F&B experience, potentially transforming the experience to a sports bar environment to attract additional patrons commuting on the SkyTrain. Upgrades to kitchen equipment and refrigeration to support increased banquets/events business.

Outdoor pavilion

Outdoor pavilion and graded lawn area for hosting outdoor ceremonies and banquets.

4.0 Foster long-term stewardship of assets

Queen Elizabeth Park Pitch & Putt

This overview highlights the key capital projects and priorities at Queen Elizabeth Park that will support the necessary service levels, market position of the facility, and help secure long-term sustainability.



Putting course

Transformation of the existing practice green to a dedicated putting course to add an additional experiential element.

Tree management

Removal of trees competing with the turf for sunlight on and around putting greens, particularly the 5th, 7th, 8th, 9th, 15th, and 16th holes.

Drainage remediation

Improve surface drainage in front of the 5th and 15th putting greens.

Irrigation system replacement

Replace aging system with a new modern irrigation system focused on teeing grounds and putting green surrounds with individual head control to support more efficient water application.

Patio experience

Upgrade patio furniture, expand existing space and offer new catering options to elevate the current experience.

4.0 Foster long-term stewardship of assets

Stanley Park Pitch & Putt

This overview highlights the key capital projects and priorities at Stanley Park that will support the necessary service levels, market position of the facility, and help secure long-term sustainability.



Re-establish practice green
Restore the original practice green with Himalayas-style putting green to add an additional experiential element.

Patio experience
Upgrade patio furniture, expand existing space and offer new catering options to elevate the current experience.

F&B service window
Renovate the existing cashiers hut to include a dedicated food and beverage service window, with waterline access, to improve the ability to directly service patio users.

Drainage remediation
Replace the existing drainage infrastructure to improve conditions for playability and overall health of the surrounding environmental components.

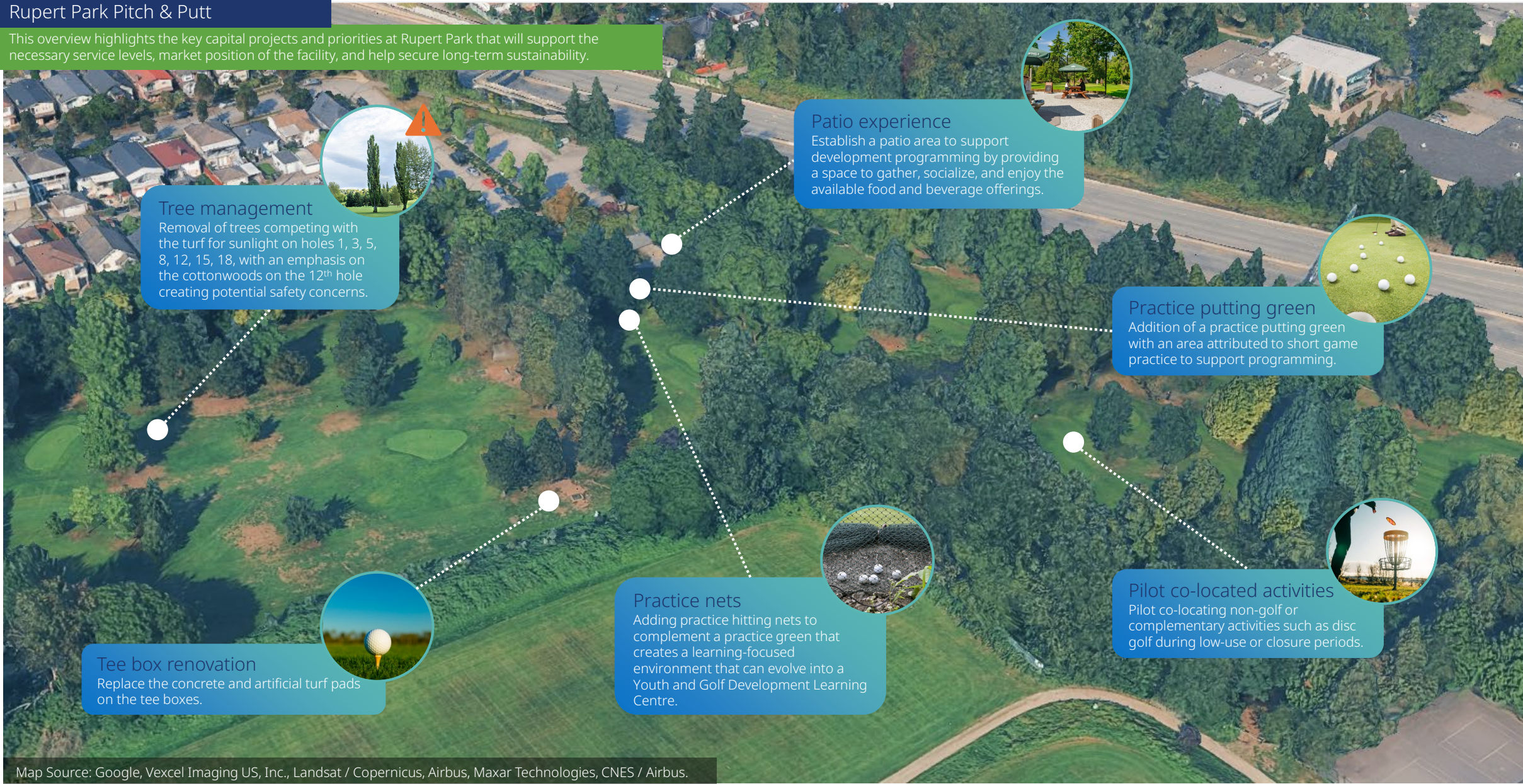
Tree management
Removal of trees competing with the turf for sunlight and weak/damaged trees particularly on holes 6-8, 13, and 16.

Pilot co-located activities
Pilot co-locating non-golf or complementary activities such as disc golf during low-use or closure periods.

4.0 Foster long-term stewardship of assets

Rupert Park Pitch & Putt











This overview highlights the key capital projects and priorities at Rupert Park that will support the necessary service levels, market position of the facility, and help secure long-term sustainability.



Measuring success

To ensure the Review delivers on its intended service objectives, robust performance monitoring and reporting are essential for continuous improvement. While current golf operations demonstrate satisfactory reporting of defined metrics (as noted in the Auditor General's report), additional measures should be incorporated to track the implementation and impact of this Review. Though some outcomes, such as community benefit, may be more subjective, all components of the Review include ways to quantify and monitor progress through specific metrics and targets. These indicators will support transparency, accountability, and adaptive management across the system and at individual facilities. Any metrics derived from recommended action within this Review will be tracked subsequent to their implementation.

Below are some of the key measures that can provide indications, and specific targets are highlighted where appropriate for the system or specific facilities.













Performance Metric	Overview	Reporting Owner	Frequency
1.0 Deliver high-quality and inclusive experiences			
Satisfaction Rating: Access To The Tee 	The current average baseline for access satisfaction is 2.7 /5, indicating significant opportunity for improvement. An average satisfaction rating of 3.5 – 4.0 /5 will be targeted.	Golf	Semi-Annual
Satisfaction Rating: Golf Course Conditioning 	The current average baseline for golf course conditioning is 4.1 /5, indicating that existing satisfaction levels are strong. Langara received the highest individual satisfaction compared to Fraserview and McCleery. An average satisfaction rating of 4.0 – 4.5 /5 will be targeted, with the goal of all three championship courses achieving similar scores.	Golf	Semi-Annual
Satisfaction Rating: Pitch & Putt Experience 	The current average baseline for pitch & putt experience satisfaction is 3.6 /5, indicating strong opportunity for improvement. An average satisfaction rating of 4.0 – 4.5 /5 will be targeted.	Golf	Semi-Annual
Satisfaction Rating: Driving Range Experience 	The current average baseline for driving range satisfaction is 3.4 /5, indicating strong opportunity for improvement. An average satisfaction rating of 4.0 – 4.5 /5 will be targeted. Fraserview represents a strong area for improvement as an individual score of 3.0 /5 is the baseline.	Golf	Semi-Annual
Satisfaction Rating: Food and Beverage Experience 	The current average baseline for pitch & putt experience satisfaction is 3.7 /5, indicating an opportunity for improvement. An average satisfaction rating of 4.0 – 4.5 /5 will be targeted.	Golf	Semi-Annual
Championship Course Rounds  	Maintain or slight growth in current rounds levels. Measurement of the utilization in winter months at Fraserview and McCleery relative to Langara is a valuable measure to track to assess drainage related implications. Initial for winter play (November – February) at Langara is ~20% - 30% more than the other championship courses.	Golf	Quarterly
Pitch & Putt Rounds  	Improvements in overall rounds levels. Specific improvements in gap between Rupert Park rounds relative to the other pitch & putt courses.	Golf	Quarterly
No Show Rounds % 	Baseline to be established to track effects of any policy changes implemented.	Golf	Quarterly

 Denotes metrics that may fluctuate significantly as a result of weather and other external factors beyond VPB Golf's control and should be interpreted with these influences in mind during evaluation.

 Denotes metrics that are currently tracked by VPB and/or a baseline has been established as part of the development of the Golf Services Review.

 Denotes metrics that tracking can be established as a Quick-Start Action item.







Measuring success

Performance Metric	Overview	Reporting Owner	Frequency
1.0 Deliver high-quality and inclusive experiences			
Advanced Booking Rounds % 	The current baseline is that 75% of championship course rounds are booked within the advanced booking period (currently 6 – 30 days prior), representing a significant proportion of rounds played – with opportunities to improve access equity. A reduction in the proportion of rounds booked in advance (with minimal revenue impact) will be targeted.	Golf	Quarterly
Average Booking Time	Ability to assess the how early golfers are booking their rounds, and the impact from any policy changes. A baseline to the current average booking time prior to the date of the round should be established by VPB Golf (subject to software capabilities).	Golf	Annual
Single Player Rounds 	Baseline needs to be established to track effects of any policy changes implemented (subject to software capabilities).	Golf	Annual
Average Pace Of Play 	Each course currently uses an established 'time par' as a benchmark. To effectively measure the impact of any policy changes, an updated baseline of actual round durations per course must be established—particularly at pitch & putt locations where improvements are a key focus.	Golf	Annual
Driving Range Stall Utilization 	Baseline to be established—for both technology-enhanced and traditional stalls—to track the effects of capital projects and policy changes implemented	Golf	Annual
2.0 Modernize the business model			
Net Financial Contribution: Prior to Golf Reserve Fund Contribution  	Measured against a rolling five-year average. Current baseline of \$6.8M since 2021.	Financial Planning	Annual
Net Financial Contribution: Per Round 	Measured against a rolling five-year average. Current baseline of \$18.63 per round (since 2021) across all six courses.	Financial Planning	Annual
Net Financial Contribution as a % of Gross Revenue 	The current average baseline is 36% of gross revenue generated at the courses (e.g., prior to operator revenue retention) with improvements anticipated to drive growth in this metric.	Financial Planning	Annual
Average Rate Per Round  	The current average baseline is \$45.67, at the championship courses and \$14.03 at the pitch & putt courses, with annual increases and improvements anticipated to drive growth in this metric. The baselines above reflect annual averages. Since the metric is reported quarterly, each quarter should be evaluated against its respective baseline, with annual metrics compared to the established baselines indicated above.	Golf	Quarterly
Average Rate Per Round as a % Peak Rate  	The current average baseline is 60%, at the championship courses. A yield of 65%+ will be targeted for the championship courses.	Golf	Annual

Measuring success

Performance Metric	Overview	Reporting Owner	Frequency
2.0 Modernize the business model			
Driving Range Revenue per Stall 🟢	The current average baseline is ~\$15k across both driving ranges, however, Frasersview (~\$9k) significantly lags McCleery (~\$22k). Once the technology is implemented, separate baselines should be established for technology-enhanced and traditional stalls to enable accurate performance comparisons.	Golf	Annual
Food and Beverage Sales Per Round 🟢 Excluding Events	The current average baseline is \$8.81 at the championship courses. Opportunities exist to align the per round sales at all courses to grow this metric. Stanley Park generates the highest metric for the pitch & putts driven by strong alcohol sales, with a collective average of \$1.96 per round. Since the metric is reported quarterly, each quarter should be evaluated against its respective baseline, with annual metrics compared to the established baselines indicated above.	Food & Beverage Operations	Quarterly
Event Food and Beverage Sales	Baseline to be established to track effects of any changes implemented.	Food & Beverage Operations	Quarterly
Food and Beverage Cost of Sales % 🟢	The current average baseline at the clubhouses is 34%. Additional sales from higher-margin offerings can result in the improvement in this metric.	Food & Beverage Operations	Quarterly
Food and Beverage Profit Margin % 🟢	The current average baseline is -7%. Breakeven or profit generating levels should be targeted.	Food & Beverage Operations	Quarterly
Digital Visits/Subscribers 🟢	Assess against current levels for method of engagement utilized by VPB Golf (e.g., email, website, social media, etc.).	Golf	Annual
Net Promoter Score: Customer Survey 🟢	The baseline average NPS is 28.4 for the championship courses, and -13.3 for the pitch & putt courses. A NPS of 40 for the championship courses and 30 for the pitch & putts should be targeted.	Golf	Semi-Annual
3.0 Broaden community and environmental benefit			
Number of Junior Golf Participants	Assess junior memberships, rounds played, program partnerships, and lessons/camp offerings and participants against current levels to track the effects of any changes implemented.	Golf	Annual
Non-Golfer Covers / Visits	Baseline to be established to track effects of any changes implemented relating to non-golfer use of the clubhouses.	Food & Beverage Operations	Annual
Number of Non-Golf Events and Functions	Measure the volume of non-golf events and functions hosted, setting a baseline in the first year of implementation.	Food & Beverage Operations	Annual

Measuring success

Performance Metric	Overview	Reporting Owner	Frequency
3.0 Broaden community and environmental benefit			
Ancillary Activity Uses	Measure the volume and breadth of new ancillary activity offerings.	Golf	Annual
Trail Use Volume (Number of Trail Users)	Baseline to be established to track effects of any changes implemented.	VPB	Annual
Potable Water Volume  	Annual baseline of ~130k cubic meters of potable water (three-year average). Target reduced annual potable and ground water use, with specific annual targets to be established in conjunction with City of Vancouver Engineering through water budgeting process described in the Water Priority Action Plan.	Golf	Annual
Electric Equipment as a % of Fleet Used 	Baseline to be established to track effects of any changes implemented.	Golf	Annual
% of User Arrival by Active Transportation & Transit 	Based on the recent forum of public engagement, 9% of championship course users and 25% of pitch & putt users arrive by active transportation and transit.	Golf	Semi-Annual
Naturalized Area Acreage 	Assess against current levels for each property to ensure, at a minimum, that current levels of naturalized area acreage are maintained.	Environmental Planning	Annual
Bird Species Richness	Baseline to be established to track effects of any changes implemented.	Environmental Planning	Annual
Avian & Mammal Presence	Baseline of presence to be established to track effects of any changes implemented. Indicator species include barn swallow, Caspian tern, double-crested cormorant, great blue heron, green heron, olive-sided flycatcher, tree swallow, wood duck, little brown myotis, and Yuma bat. Measurement indicators include occupied nest/bat boxes, with an initial target of 70% occupancy.	Environmental Planning	Annual
Amphibian Presence	Baseline of presence to be established to track effects of any changes implemented. Indicator species include pacific chorus frog and blue-listed northern red-legged frog.	Environmental Planning	Annual
4.0 Foster long-term stewardship of assets			
Golf Reserve Fund Contribution 	At a minimum, 10% of total annual green fee and advanced booking revenues should be targeted to be retained for capital asset lifecycle costs.	Financial Planning	Annual
Funded Projects	Track progress of funded projects against the identified projects within the Review.	Golf	Annual

