VANCOUVER BOARD OF PARKS AND RECREATION

August 19, 2026

MEMO TO : Park Board Commissioners

FROM : Director, Business Services

SUBJECT : **Golf Services Review - Update - Board Briefing Memo**

Dear Commissioners,

The purpose of this memo is to report back on the Golf Services Review Recommendation G (Oct 20, 2025) which requested a report back regarding opportunities for ancillary revenue improvements, partnerships and capital investments. In response to Board direction, staff worked with the project consultant to identify and analyse the opportunities outlined in the report and in Recommendation G.

These opportunities have been further explored and confirmed as continued short-term opportunities for small improvements with enhanced long-term potentials contingent on significant capital investment that are best addressed through private sector partnerships.

SUMMARY

- The primary financial benefit of food and beverage activations comes from providing service levels that support green fees and driving range sales because they complement the overall experience of the golf day. Food and beverage-related revenues have higher variable costs (lower profit margins) while golf revenue's fixed costs yield higher profit for each dollar increase.
- Activations and experiences at Vancouver Parks Golf should complement the golf experience and strengthen the system's ability to maximize profit generation, with major capital project considerations focused on golf assets that improve and protect golf revenue.
- Social activations add value for all facility users. Per the Park Board's Comprehensive Fee-setting Framework, the Park Board should maximize return from revenue-generating service areas in ways that also deliver public good. Vancouver Park Board's Golf portfolio generates significant net revenues which are currently being budgeted to offset other parks and recreation services, so opportunities for re-investment into the entire golf system including food and beverage is limited.
- During the Golf Services Review planning process, Vancouver Parks Golf initiated several low-investment activations, detailed further below.

RESPONSE TO BOARD MOTION

i. Opportunities for wedding, events, and community programming at Langara and McCleery Clubhouses

The Golf Services Review recommends (3.1.2) a pilot to host larger tented banquets and events. In fall 2025, VPB Golf piloted a tented wedding at Langara Golf Course to test the concept. While the event was well-executed, there were operating challenges related to the facility footprint and shortage of experienced staff.

Until VPB Golf is able to invest in dedicated event spaces and strengthen its operating model for large-scale events, the best opportunity for activating golf course buildings is focusing on smaller events (e.g., banquets, birthday parties, celebration of life events, etc.) and community programs (e.g., activity and meeting rooms, space for youth initiatives, hosting public social events, etc.) – within the existing footprint of the facilities, under the current operating model, and without materially impacting the golf experience – per the Golf Services Review recommendation (3.1.5) to make clubhouses available and positioned to serve the needs of local community.

ii. Patio expansion, weekend activations, and enhanced food & beverage offerings, following the Kitsilano concession success

During the Golf Services Review planning process VPB Golf successfully launched and implemented licensed patios at Stanley Park and Queen Elizabeth Park Pitch and Putts, and expanded and enhanced the Langara Clubhouse patio. Fraserview and McCleery patios are planned for similar enhancements in 2026. Additional near-term, capital-light initiatives may be considered for implementation within current budget levels and process.

Longer-term opportunities to enhance golf and food and beverage offerings require greater capital investment. Examples include integrating food and beverage into future driving range structures, expanding and improving putting greens and short game practice areas to promote off-course participation and incorporate social activation and dining elements, and potentially renovating clubhouse structures or developing dedicated event pavilions to accommodate larger events. Staff will seek direction from the Board through the prioritization of capital budget funds towards initiatives of this nature.

iii. Plan update, revenue projections, partnership options, and required capital investments

VPB Golf's two primary revenue drivers are golf and food & beverage. While a range of potential activations were considered, the interdependency of the system makes it challenging to predict an individual intervention's impact on revenue. However, understanding how the two revenue drivers work together more broadly can help understand how to prioritize investment to maximize the public good.

Golf-related revenues such as green fees and driving ranges have a baseline cost but limited additional operational overhead required when revenues increase. Food & beverage activations have significant, incremental, variable operating costs required to increase revenues – which in turn also creates more operational financial risk. The most effective way to drive meaningful profit is by growing golf revenues such as green fees, cart fees and driving range sales. Providing better services at golf including higher quality on-course and off-course golf experience and food & beverage experiences can improve the overall golf service level and justify higher green fees.

Under current financial constraints, major investments should be prioritized for golf infrastructure or related assets such as Fraserview Driving Range as detailed in the Golf Services Review. To continue to activate the experience, VPB Golf will continue seeking partnerships with local operators to support pop-up style events and unique experiences at our municipal golf courses, within staff capacity to develop those relationships, especially when this will improve on- or off-course golf experience. Larger, combined investments in golf and food and beverage (e.g., driving range renovations) and any major standalone food and beverage projects should be deferred until VPB is in a position to support more substantial capital commitments. Completing a fulsome plan update, revenue projection, partnership evaluation, and capital investment needs assessment is a substantial piece of work, which is not currently supported with available staff time or budgets to outsource. Staff can explore components of this direction should the Board look to prioritize it during service planning and capital budget decisions.

Regards,

John Brodie
Director, Business Services – Vancouver Parks and Recreation

Copy to: PB Leadership Team
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