



Vancouver Board of Parks and Recreation

Golf Services Review

Beyond the Fairways: *Events, Food & Beverage, and Social Activations*

Scope of work

Addendum to support Recommendation G response:

The Golf Services Review was presented during the October 20, 2025, Committee Meeting with the Vancouver Board of Parks and Recreation commissioners. The motion to approve the Golf Services Review (the "Review") was carried unanimously, which included an additional recommendation ("Recommendation G") that directed staff to:

- i. Identify opportunities for weddings, events, and community programming at Langara and McCleery Clubhouses;
- ii. Explore patio expansion, weekend activations, and enhanced food & beverage offerings, following the Kitsilano concession success; and
- iii. Report back by Q2 2026 with the plan update, revenue projections, partnership options, and required capital investments.

Targeted compilation of information

This addendum was prepared to support staff's response to Recommendation G, which:

- Organizes and collates all relevant sections from the Golf Services Review and supporting materials (e.g., Current State Review, What We Heard Report) in the context of Recommendation G.
- Additionally, this documents will also serve to provide an overview of key initiatives contemplated in the Golf Services Review and key consideration and decision points in the context of Recommendation G.



Key takeaways in response to Recommendation G

Based on the reviews and analysis conducted during the preparation of the Golf Services Review, and as outlined in this document, the following summarizes the key findings, takeaways, and considerations related to Recommendation G:

i. Identify opportunities for weddings, events, and community programming.	• In fall 2025, a tented wedding was piloted at Langara as recommended within the Golf Services Review. While the event was successful, challenges related to the facility footprint and a shortage of experienced, service-oriented staff revealed significant gaps in the current capability to host large weddings and events. • Until VPB Golf is able to invest in dedicated event spaces and strengthen its operating model for large-scale events, the immediate opportunity lies in enhancing the ability to execute various smaller events (e.g., banquets, birthday parties, celebration of life events, holiday gatherings, smaller corporate events etc.) and community programs (e.g., activity and meeting rooms, providing space for various 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.
ii. Explore patio expansion, weekend activations, and enhanced food & beverage offerings.	• VPB Golf has successfully launched and implemented patio experience activations at Stanley Park, Queen Elizabeth Park, and Langara. Similar equipment has been commissioned for Fraserview and McCleery, with the launch planned for 2026. • Additional near-term, capital-light initiatives can be implemented within current reserve contribution levels and annual capital deployment. Examples include patio expansions at McCleery, Stanley Park, and Queen Elizabeth Park; introducing a patio experience at Rupert Park; pop-up outdoor activities; sound system upgrades; enhancing the café program; enabling alcohol service in select areas of the McCleery driving range; and potentially reintroducing on-course concession sales at select times. • Longer-term opportunities requiring greater capital investments focus on enhancing both golf and food & beverage offerings. Examples include integrating food & 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; renovating/reactivating pitch and putt practice greens to feature a putting course as an added element, potential transformation of dining spaces, and the potential renovation of clubhouse structure or development of dedicated event pavilions to accommodate the hosting of larger events.
iii. Revenue projections, partnership options, and required capital investments.	• Given the number of individual activation elements, it is difficult to accurately predict contribution levels for each, as results will vary significantly based on which elements are implemented and how they are executed. Therefore, it is best to understand potential financial impacts at a broader level, focusing on the relationship and required growth between VPB's two primary revenue drivers: golf and food & beverage. • At the golf properties, golf-related revenues deliver the highest operating contribution and offer the greatest incremental profit from top-line growth, given limited additional overhead, whereas food & beverage incurs significant incremental variable operating costs to support additional revenue. Given these revenue dynamics, the most effective way to drive meaningful profit is by growing golf revenues such as green fees, cart fees and driving range sales, with food & beverage positioned as a complementary and symbiotic component of the overall experience. • Under current financial resource constraints, any sizable investments should prioritize major golf infrastructure or related assets. Food & beverage integration should still be considered where appropriate, especially when there is a larger experiential-focused golf improvement. Larger, combined investments in golf and food & beverage (e.g., driving range renovations) and any major standalone food & beverage projects should likely be deferred until VPB is in a position to support more substantial capital commitments.

Profit dynamics of golf property revenue streams

The activations and social environment enhancements will provide added value for all facility users. However, given the financial nature of VPB Golf's key profit drivers, their primary financial benefit will come from supporting green fee increases and driving range sales, rather than generating incremental net revenue through food & beverage sales. Any activations and experiences 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.

Golf Revenues (Low variable costs, high margin)

The golf operations within the facilities exhibit high operating leverage, as a significant portion of costs are fixed. Consequently, with the strong volume of rounds played, profit margins on golf revenues are exceptionally high, making golf-related income the primary driver of overall profitability. Importantly, any incremental growth in revenue from green fees, cart fees, or driving range usage carries minimal to no additional variable costs; an additional dollar of golf revenues generated equates to an additional dollar in new profit.



F&B Revenues (High variable costs, low margin)

Unlike golf revenues, food & beverage income carries substantial variable costs, primarily labour and direct cost of goods sold. As a result, it does not represent a significant contributor to overall profitability. Food & beverage serves as a complementary offering that enhances the guest experience and supports golf-related revenues. Furthermore, even incremental growth in food & beverage sales yields slim margins, requiring a substantial increase in gross revenue to achieve a profit comparable to even a modest rise in green fee revenue.



G: i Wedding, events, and community programming

The first element of Recommendation G directs that **opportunities for weddings, events, and community programming at the clubhouses be identified**. The section below aims to leverage the Review to provide further context on the ability to host additional large events and programming. As highlighted in the Review, the current clubhouse operating model relies on a lean service approach that offers a limited-touch service experience, which poses significant challenges for hosting larger event-style functions. This is compounded by the limited size and design of the current clubhouse spaces, which restricts the ability to accommodate both golfers and event patrons simultaneously.



Weddings

- Within the Review, recommendation 3.1.2 proposed a quick-start action to pilot hosting larger tented banquets and events, while the construction of dedicated event pavilions was identified (subject to available funding) as a potential longer-term project to support the stewardship of assets (p. 21).
- In the fall of 2025, the recommendation was actioned during planning, where a tented wedding was piloted at Langara to test the concept.
- While the event was successfully executed, operating challenges related to the facility footprint and the limited number of experienced, service-oriented staff highlighted significant gaps in the current capability to host large weddings.
- The VPB also operates other venues that host weddings, signaling the potential opportunity in the market and ability to execute. Although this represents a growth opportunity for VPB Golf, realizing this potential will likely require substantial improvements and investments in the clubhouse and operating model to create an environment that accommodates both golfers and event patrons, as well as an operating profile capable of delivering weddings to the high standards that are expected.



Events

- As highlighted in the adjacent section, the ability to host larger and formal events will likely require substantial investments before they can be executed successfully.
- However, there are various smaller-scale events that VPB Golf has hosted, and should continue to pursue and grow, that have minimal impact on the golf experience.
- These events can be accommodated under the current operating profile and facility footprint, requiring minimal additional investments.
- Examples can include golf tournament banquets, birthday parties, celebration of life gatherings, holiday parties and business networking events.
- A dedicated marketing manager is expected to join the team in Q1 2026 to further grow the event offering for VPB Golf.



Community Programming

- Section 3.1.5 of the Review recommended that additional avenues of making the clubhouses available and positioned to serve the needs of the local communities should be explored further.
- Examples of community programming that could be activated at the clubhouses can include offering activity or meeting rooms for community use, hosting educational programs, providing space for youth mentorship initiatives, hosting public social events, and developing co-working spaces.

Given the challenges faced during the wedding pilot, until VPB Golf is able to make significant investments in developing dedicated event spaces and enhancing the operating profile to execute large-scale events, the immediate opportunity lies in improving the ability to host smaller-scale events and community programming – that can be accommodated within existing facilities, under the current staffing and operating model, and without materially impacting the golf experience offered by the courses.

G: ii Enhancements to current offerings

The second element of Recommendation G **directed the exploration of patio expansion, weekend activations, and enhanced food & beverage offerings**. The details highlighted below identify potential opportunities that VPB Golf has implemented and could consider implementing to further activate the social environment at the golf facilities, as noted in the Review and through the current pipeline under consideration by VPB Golf.

As stated in the Review (and in subsequent sections of this document), Section 2.2 recommends further exploration of alternative and third-party operating structures. Many of these light and medium investments identified could likely be implemented under the current operating structure (subject to available funds), while any elements with significant capital investment should likely be considered once the future state of the operating profile has been determined.

Light investment	Medium investment	High investment
• Addition of licensed-patios at Stanley Park and Queen Elizabeth Park <i>(AWP Spring 2024)</i>. • Transformation of the Langara clubhouse patio with new furniture and enhanced amenities <i>(AWP Summer 2025)</i>. • Commission of new patio furniture and amenities for the Fraserview and McCleery patios, for deployment in 2026 <i>(AWP Fall 2025)</i>. • Further patio expansions to increase capacity of existing spaces, with potential introduction at Rupert Park. • Pilot pop-up elevated outdoor experiences integrating both golf (e.g., practice green) and non-golf elements at all courses and offer additional concession options (e.g., pop-up food trucks) at pitch-and-putt patios. • Addition of technology-enhanced features to McCleery's driving range. • Upgrade sound systems at clubhouses and pitch-and-putts. • Pilot on-course food & beverage service during select periods to enhance the golfer experience (e.g., beverage cart). • Enhanced café program to improve the coffee offering at the clubhouses. • Extending the alcohol red line at McCleery to cover parts of the driving range. • Improve the ability to host co-located non-golf activities at the pitch and putts.	• Renovate / restore putting greens at the pitch and putts to feature a putting course or Himalayas-style putting green that can compliment the patio environment. • Expand and transform the putting green and short-game area at McCleery to a community-putting course or Himalayas-style space, with a tie-in to driving range and social environment. • Undertake minor renovations to interior and customer-facing infrastructure (e.g., service counters, dining space, and washrooms). • Transformation of Langara's dining area into a sports-bar-style environment. • Upgrades to kitchen and service equipment, as required. • Addition of a dedicated food & beverage service window at Stanley Park's cashiers hut to improve ability to service the patio.	• Renovations of driving ranges with integrated food, beverage, and experiential elements into the structure/space (e.g., direct food & beverage service, social lounge spaces). • Renovate clubhouses or build separate event pavilions to be able to offer separate indoor dining and event spaces.

AWP: Actioned while planning.



While some capital may be deployed to support these additional opportunities in the near-term, operational execution could be constrained by staffing limitations driven by potential budget restrictions.

G: i-ii Course specific activations for consideration

McCleery Golf Course

The following pages highlight areas for potential social environment activations and investment for consideration as noted in both the Golf Services Review and this addendum.

Technology range stalls

Introduction of 5-10 technology-enabled range stalls through trackman range technology, or similar.



Expanded short-game practice area

Expansion and upgrade of putting green and short-game area with tie-in to driving range and social environment.



Range F&B integration

Renovations to range structure to enable sales of food & beverage for driving range customers.



Red-line extension

Extend the alcohol redline to cover areas of the driving range.



Outdoor pavilion

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



Café program

Enhanced café program to improve the coffee offering.



Clubhouse upgrades

Renovation of washrooms and improvements to clubhouse interior to elevate the F&B experience. Upgrades to kitchen equipment and refrigeration to support increased banquets/events business. Potential renovation to structure to host indoor events (if pavilion is not constructed).



Pop-up partnerships

Hosting of pop-up experiences with local partners to complement the patio and short game area experiences.



On-course offering

Pilot on-course food & beverage service during select periods to enhance the golfer experience (e.g., beverage cart).



Patio upgrades

Renovation of and increase in the patio space to include new furniture and enhanced amenities. Addition of new sound-system equipment.



- Actioned while planning
- Light investment
- Medium investment
- High investment

G: i-ii Course specific activations for consideration

Fraserview Golf Course

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 & beverage, and a short game practice area.



Clubhouse upgrades

Renovation of washrooms and improvements to clubhouse interior to elevate the F&B experience. Upgrades to kitchen equipment and refrigeration. Potential renovation to structure to host large indoor events.



Patio upgrades

Renovation and increase in the patio space to include new furniture and enhanced amenities. Addition of new sound-system equipment.



On-course offering

Pilot on-course food & beverage service during select periods to enhance the golfer experience (e.g., beverage cart).



Café program

Enhanced café program to improve the coffee offering.



Pop-up partnerships

Hosting of pop-up experiences with local partners to complement the patio and short game area experiences.



- Actioned while planning
- Light investment
- Medium investment
- High investment

G: i-ii Course specific activations for consideration

Langara Golf Course

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. Potential renovation to structure to host indoor events (if pavilion is not constructed).



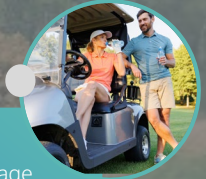
Café program

Enhanced café program to improve the coffee offering.



On-course offering

Pilot on-course food & beverage service during select periods to enhance the golfer experience (e.g., beverage cart).



Outdoor pavilion

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



Pop-up partnerships

Hosting of pop-up experiences with local partners to complement the patio and short game area experiences.



Patio upgrades

Renovation and increase in the patio space to include new furniture and enhanced amenities. Addition of new sound-system equipment.



- Actioned while planning
- Light investment
- Medium investment
- High investment

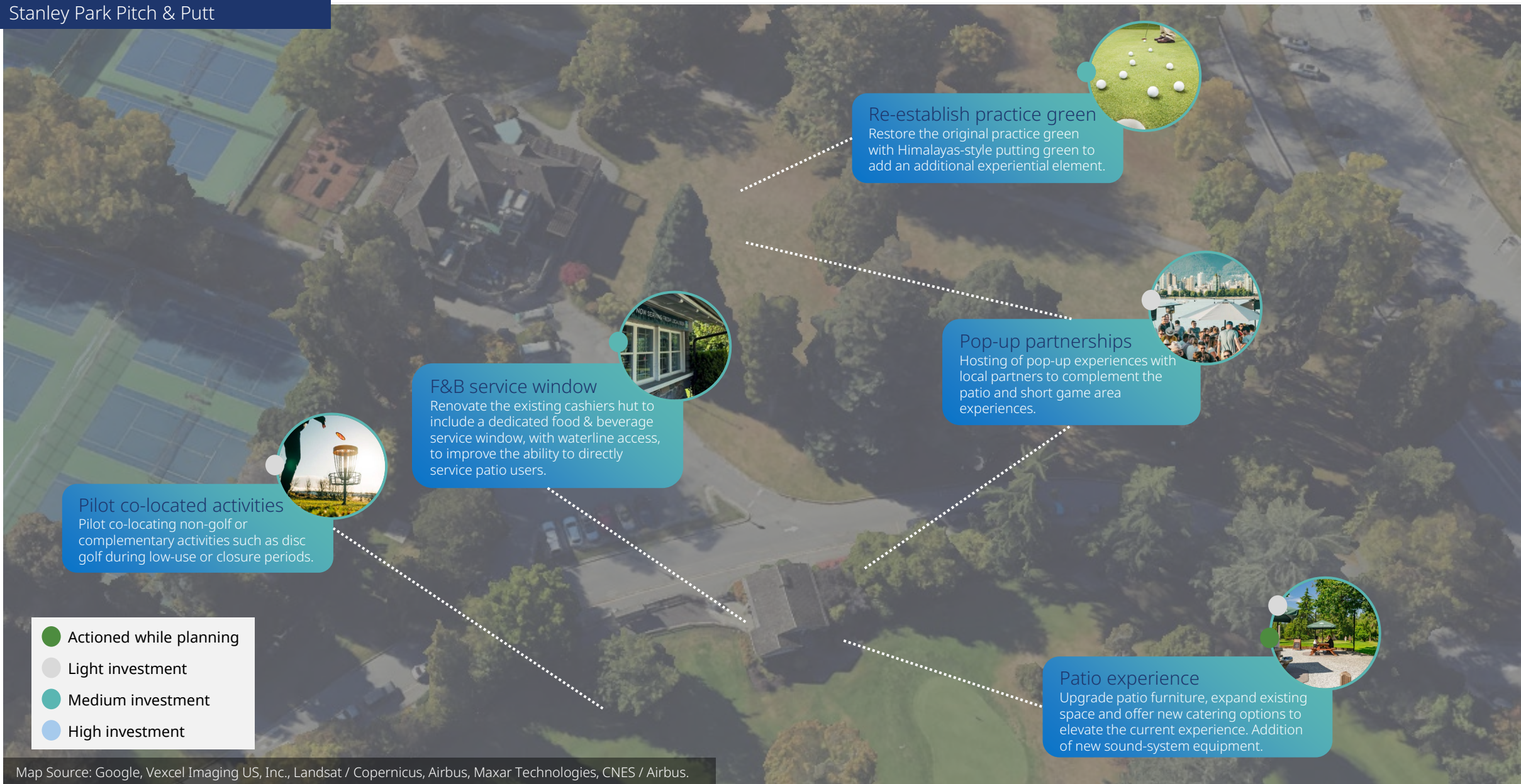
G: i-ii Course specific activations for consideration

Queen Elizabeth Park Pitch & Putt



G: i-ii Course specific activations for consideration

Stanley Park Pitch & Putt



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



Pop-up partnerships
Hosting of pop-up experiences with local partners to complement the patio and short game area experiences.



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



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



Patio experience
Upgrade patio furniture, expand existing space and offer new catering options to elevate the current experience. Addition of new sound-system equipment.

- Actioned while planning
- Light investment
- Medium investment
- High investment

G: i-ii Course specific activations for consideration

Rupert Park Pitch & Putt

Pop-up partnerships

Hosting of pop-up experiences with local partners to activate the space.



Patio experience

Establish a patio area to support development programming by providing a space to gather, socialize, and enjoy the available food & beverage offerings.



Practice putting green

Addition of a practice putting green with an area attributed to short game practice to support programming.



Pilot co-located activities

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



- Actioned while planning
- Light investment
- Medium investment
- High investment

G: iii Partnership option considerations

Recommendation G's third section directed for **potential partnership options to be explored**. This section identifies near-term partnership opportunities and also highlights longer-term partnership considerations for modernizing the business model through alternative third-party operating structures, as outlined in section 2.2.2 of the Review.

Near-term considerations: To continue to activate the experience, additional partnerships with local suppliers and brands should continue to be pursued that elevate the food & beverage products that VPB Golf offers. VPB Golf should also identify potential partnerships with local operators to support the ability to support pop-up style events and unique experiences that can be delivered at VPB Golf courses.

Longer-term considerations: Currently, VPB Golf manages food & beverage operations at the championship and pitch-and-putt courses internally, overseeing staff and assuming direct responsibility for the experience and profitability of these operations. The current structure is heavily constrained by a lean, seasonal staffing model, above-market wages compared to private operators, city policies prohibiting tipping—which limits earning potential and reduces demand for these positions, and space limitations within existing infrastructure. Section 2.2 recommended that the VPB **explore expanding 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**.

As part of both near and longer-term considerations, engagement regarding potential partnership opportunities with the xʷməθkʷəy̓əm (Musqueam) Indian Band, Skwxwú7mesh Úxwumixw (Squamish Nation), and səliłwətał (Tseil-Waututh) Nation should be explored. Potential longer-term operating structures for consideration include:

Municipally Operated	Specialty Partnership	Dedicated Third-Party F&B Operator	Third-Party Golf Operator
 - Current operating profile for VPB Golf's food & beverage. - Operating and business risk/benefit is entirely borne by the municipality. - Often the least operationally efficient model, requiring the highest level of city overhead among operating structures. - Municipality has a high level of operational authority and control over operations (e.g., service standards, operating mandates, etc.) - Capital expenditures funded by the municipality.	- VPB Golf could engage partners to oversee and support specific or focused areas of operations where appropriate (e.g., a food & beverage partner could manage concessions at a pitch-and-putt, non-profit organization could support youth development initiatives at Rupert Park, etc.). - VPB would continue to operate other elements of food & beverage under the municipally operated structure, retaining control and bearing the operating risk and benefit. - A specific financial arrangement would be negotiated with the partner for the designated area of operations. - Capital expenditure responsibility could be shared for partnership assets. - Typical contract length: 3-5 yrs.	- Typically structured as a concessionaire or lease agreement, and commonly used structure of the municipalities for golf facilities. - Operating and business risk/benefit is entirely borne by the operator. - Model limits potential upside for municipality in exchange for more stable rental payments or guarantees for service. - Municipality has a lower level of operational authority and control over operations. - Capital expenditures could be shared or assumed by the operator; however, this may require a concession in municipalities share in revenues. - Can create lack of cohesion between golf operations and food & beverage operations. - Typical contract length: 3-10+ yrs; depending on third-party investment level.	- Whether under a lease or management agreement, it is common for municipalities who outsource golf operations to roll food & beverage operations into the scope and function of the entity overseeing golf operations broadly. - Often the most operationally efficient. - Stronger synergy and cohesion between golf operations and F&B operations. - Operating and business risk/benefit varies depending on lease or management agreement terms. - Typical management contract length: 3-5 yrs; typical lease length 10-25 years. - At the expiry of the current contract VPB Golf could explore opportunity to expand the role to include all operating areas of the golf facilities.



Of the six major municipal golf operations examined within regional proximity to VPB Golf, **only one other food & beverage operation was municipally operated**.

Near-Term Actions (from Golf Services Review):

- 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, including existing operator(s) and partners.
- Review the implications from both a financial, operational, and labour relations perspective of outsourcing food & beverage and pitch & putt operations to a single third-party operator, multiple operators, or through direct partnerships.

G: iii Key capital deployment considerations

The Golf Services Review introduced a structured, evidence-based approach by combining asset condition data, user feedback, and business risk analysis. It established a foundation for a 10-year rolling capital plan, but ongoing collaboration, annual updates, and financial alignment are critical for sustained success.

Ultimately, the Review recommends adopting a **framework that prioritizes critical golf course infrastructure** to ensure the long-term viability and success of the VPB Golf system, as the magnitude of improvement to golf revenues will deliver the most significant impact on profit compared to any other revenue stream. To fund these essential areas, it is recommended that the minimum Golf Reserve Fund allocation be increased to support the investment in these critical assets.

Under this framework, smaller projects aimed at enhancing the social experience should still be funded to ensure continued improvement to the experience; however, capital decisions should continue to prioritize any critical golf infrastructure requiring attention.

In a given year when VPB Golf is able to reserve amounts in excess of the minimum allocation needed to fund critical golf infrastructure, the framework can support increased investment in key areas that improve the off-course and social experiences offered by VPB Golf.

Alternative funding sources

Given current funding and potential budget constraints, **additional levers could be used** that can help accelerate the ability to fund capital projects, including:

- **Net revenue growth:** Within the What We Heard report, 65% of championship golfers indicated they would pay an average of 7% more in green fees to support their desired improvements, while 63% of the golfers indicated that improved food & beverage experiences would increase their likelihood of post-round purchases, generating incremental revenue to fund upgrades.
- **Partnership funding:** Building on existing practices, supplier relationships can be leveraged to provide equipment or financially support improvements that activate spaces for VPB Golf.
- **Naming rights:** Explore the potential to leverage the 2025 Sponsorship Naming Rights policy to secure significant levels of funding in exchange for asset naming rights.

