



ADMINISTRATIVE REPORT

Report Date: November 27, 2009
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Meeting Date: December 17, 2009

TO: Standing Committee on Planning and Environment
FROM: Project Manager, Hastings Park/PNE Planning
SUBJECT: Hastings Park/PNE Master Plan

RECOMMENDATION

- A. THAT Council endorse the planning phase conclusions and directions Hastings Park PNE Master Plan as described in this report, including Option 1 for Park Space and Playland location;
- B. AND THAT Hastings Park PNE Master Plan proceed to the Detailed Master Plan and Implementation Plan Phase including additional public consultation;
- C. AND THAT staff report back to Council on the results of the public consultation, Detailed Master Plan Phase, Implementation Plan, detailed financial projections and funding strategy.

CITY MANAGER'S COMMENTS

The City Manager recommends approval of the foregoing and notes that the outcomes of the Master Plan process to date have been the result of a multi-stakeholder and community approach. The Planning Directions recommended in this report will form the core of a comprehensive plan that will guide the long-term future development of Hastings Park. The recommendation regarding Option 1 for Park Space and Playland will meet objectives of consolidating park spaces and enhancing connections, while allowing phased improvements and expansion of Playland in its current location. The financial projections included in the report are high level, preliminary estimates based on rough orders of magnitude and will be subject to detailed review and refinement during the development of the Detailed Master Plan and Implementation Plan.

COUNCIL POLICY

In March 1997, Council approved the Hastings Park Restoration Plan, which assumed that the Province would relocate the Pacific National Exhibition (PNE) to a new site and that the racetrack would remain at Hastings Park.

In March 2003, Council approved the terms of an agreement between the Province and the City transferring the ownership of the PNE to the City, effective January 1, 2004 and, directed staff to commence the process to develop a long-term vision for the PNE at Hastings Park.

In March 2004, Council adopted the Hastings-Sunrise Community Vision and directed staff to use the Vision Directions to guide policy decisions, work priorities and capital plans for the area surrounding Hastings Park.

In June 2004, Council directed staff to explore a new future for Hastings Park and the PNE which will maximize green space and include a 17-day annual summer fair and 14-acre seasonal Playland.

In December 2004, Council adopted in principle the Implementation Plan process, work program and staff resources for the development of a Master Plan for Hastings Park and the Pacific National Exhibition (PNE) subject to consultation with key stakeholders.

In October 2008, Council approved the award of consultancy contracts for the development of a fully integrated Master Plan for Hastings Park and the PNE.

SUMMARY

This report represents a major milestone in the development of a Master Plan for Hastings Park and the PNE. Since January 2009, guided by staff Steering and Technical Committees and with input from a Key Stakeholder Group and the public at large, the project team of staff and consultants have moved through a process that has resulted in a series of recommended Planning Conclusions and Directions, that, if endorsed by Council, would set the stage for the development of a Detailed Master Plan for Hastings Park.

The Hastings Park PNE Master Plan process has been progressing through a three-phase approach:

Phase 1 (complete) - Inventory and analysis of both physical assets and business units on-site, as well as benchmarking with comparable facilities in North America.

Phase 2 (complete) - Development of high-level planning concepts (Planning Directions) for the site. This work formed the content of an extensive ten-week public consultation process. Preliminary Fiscal Analysis was also completed in this phase.

The results Phase 1 and 2 work form the body of this report.

Phase 3 (planned for 2010) - Development of the detailed Master Plan and Implementation Plan would be initiated if Council endorses the work to date and the

key recommendations outlined in this report. Additional public consultation will also occur in this phase of work.

It became clear during the inventory and analysis phase that Hastings Park embodies a complex set of interdependencies. Drilling down to understand PNE operations on site was essential to be able to propose the changes necessary to build on existing assets that could support destination park objectives, and to continue to support and enhance events in the park and the annual Fair.

In order to break down the physical planning components of Hastings Park into manageable and understandable pieces, the project team developed a series of eight themes or Planning Directions that aim to respond to Council directives and the approved terms of reference.

Planning Directions:

1. Connections + Greenways
2. Sustainability and Park Greening
3. Parking + Access
4. Heritage Buildings
5. Hastings Community Centre
6. Greening and Expansion of Playland
7. New Flexible Building Space
8. Park Space and Playland

The final two planning directions, 'New Flexible Building Space' and 'Options for Park Space and Playland', presented a range of options, and thus address the Council directives and the project terms of reference to varying degrees. With further study, staff and stakeholder input the project team has reached a conclusion and a recommendation on these options.

In addition, preliminary business plans that modeled varying degrees of upgrades along with cost plans were developed to test the revenue potential, magnitude of costs involved and phasing flexibility.

The conclusions of this report provide the foundation on which to direct the project team to proceed with Phase 3 - the Detailed Master Plan and Implementation. With the preliminary business plan and phasing modeling complete, the project team is confident that with one clear set of parameters, if endorsed by Council, the project team would be able to develop the Detailed Master Plan and provide options for its phased long-range implementation.

PURPOSE

The purpose of this report is to:

- Provide an overview of the research, planning and consultation work completed in the first two phases of the Hastings Park PNE Master Plan process;
- Seek Council's endorsement of the recommended Planning Directions for the Master Plan which would set the foundation for the preparation of Detailed Master Plan (phase 3); and
- Seek Council's direction on options for the location of Playland and consolidation of park space.

BACKGROUND

Hastings Park is the City of Vancouver's second largest park at 162 acres (66 ha) and although unique from Stanley Park and Queen Elizabeth Park, it is also considered a community and city-wide asset. Over the years, the Park has evolved to accommodate many needs and uses, both green and active.

For its first fifty years, Hastings Park included both significant green space in addition to fair grounds, and a horse racetrack which has occupied a portion of the park since 1892. The Vancouver Exhibition Association (VEA) was founded in 1907 and has, since 1910, operated an annual fair in Hastings Park. The year 1926 marked the opening of the seasonal amusement attraction, Happyland (now Playland) on the site. The VEA, later named Pacific National Exhibition (PNE) was operated as a Provincial Crown Corporation (1973-2003) and leased a portion of the Hastings Park site from the City.

After extensive community involvement, the Hastings Park Restoration Plan was approved in 1997. This Plan envisioned the PNE would move off-site as per the Provincial government's plans to relocate the PNE to Surrey. The Plan included the restoration of natural features on the site and also included the retention and re-use of many of the buildings on site including the Pacific Coliseum, Agrodome, Garden Auditorium, the Forum and Rollerland. Between 1997 and 2001, significant progress was made on implementing this Plan with the creation of the Sanctuary, Italian Gardens, Skate Park and Empire Field.

However Provincial plans changed in 2004, and there was a transfer of ownership and management of the PNE from the Province to the City effective January 1, 2004. City Council subsequently directed a review of future options for the PNE at Hastings Park. In June 2004, following a city-wide public consultation process, City Council reviewed a series of options for the future of Hastings Park and the PNE and directed staff to explore and further develop a new approach that saw the integration of the PNE, Playland and park objectives contained in the earlier Restoration Plan (staff report dated May 6, 2004 "Hastings Park/PNE- Four Approaches for the Future"). The New Approach includes:

- A 17-day annual summer fair
- Playland operating seasonally, in a greened environment
- Pacific Coliseum used for year-round city-wide sports, concerts & events
- A mix of community and commercial uses on the site
- Increased connectivity to the adjacent neighbourhood, to Hastings Park south of Hastings Street, and a physical connection to New Brighton Park which is north of Hastings Park
- Additional park space

Council also directed staff to report back on the following areas:

- The relocation of the racetrack horse barns;
- The heritage value of the livestock building; and
- Relocation options for Hastings Community Centre from its current location.

These Council directives formed the terms of reference for the Master Plan process and are key objectives on which the project team's planning work has been based. The overarching goal embedded in the terms of reference is to transform Hastings Park "into one of North America's great urban parks that is both green and active, and represents a "fair within a park".

In October 2008, Council approved the award of consultancy contracts for the Hastings Park PNE Master Plan to a multi-disciplinary team including:

- Phillips Farevaag Smallegger, parks and recreation, open space planners and designers;
- Forrec Ltd., specialists in planning and design of theme parks and attractions; and
- Economic Research Associates, economic and feasibility experts in the area of multi-purpose event centres.

A number of supporting consultants with expertise in a variety of disciplines have also been retained to provide technical advice to the project team.

Throughout the Master Plan process the project team has been receiving input from a Key Stakeholder Group (KSG). The KSG is comprised of approximately twenty individuals who represent:

- On-site stakeholders from Circus West, Hastings Park Conservancy, Hastings Racecourse and the PNE;
- Stakeholders from the adjacent community; and
- City-wide representation from tourism, sport and sustainability.

The project team receives guidance from a Steering Committee of senior City, Park Board and PNE staff and is additionally supported by a Technical Committee which includes technical staff from the City, Park Board, PNE, and Hastings Racecourse.

DISCUSSION

The following discussion summarizes the work of the first two phases of the Master Plan process: Phase 1 - Inventory and Analysis and Phase 2 - Planning Directions. Phase 2 also includes preliminary business plan and a phasing analysis that, if we assume the Planning Directions are endorsed, identifies: preliminary projections of estimated revenue; rough order of magnitude costs of implementation; and scenarios that demonstrate the ability to phase the implementation over a 20 year time frame.

Phase 1 - Inventory and Analysis

Much has been learned since the completion of the Sanctuary, Italian Gardens and Empire Fields including the design, operation, use and evolution of these park facilities. In addition, much has also been learned about how the PNE and the annual Fair have adapted their operations and layout to these major changes in Hastings Park. It is important to note that the site has two considerably different operational modes: 1) Fair period and 2) Non-Fair period. This understanding has cascading implications that have had to be considered throughout the work done to date.

Initial survey and inventory work was captured in three key Phase One reports and a number of smaller technical reports. Due to their size, web links have been provided to access the reports on the City's website. A summary of the reports is provided below.

Open Space Inventory + Analysis

<http://vancouver.ca/pnepark/pdf/masterplan/openspaceanalysis.pdf>

This report summarizes the existing physical conditions within Hastings Park, as well as connections and context at both a local and City-wide level. It is clear that many opportunities exist to better connect Hastings Park to the local community, waterfront and to City-wide greenway/bikeway networks. Internally, park components are disconnected and their use is hampered by an incrementally developed overlay of existing roadways and parking, limiting the pedestrian environment to a series of isolated and disconnected sub-spaces including Empire Fields which is separated from the balance of park spaces by Playland. Hastings Park is dominated by impervious surfaces and redevelopment could provide significant opportunities to improve on this condition.

PNE Fair + Playland Inventory + Analysis

<http://vancouver.ca/pnepark/pdf/masterplan/PNEFairPlayland.pdf>

This report provides a brief overview of the evolution of the PNE, Playland and park components and an overview of studies and planning efforts of the past 30 years. The report provides extensive survey and inventories of current activities, parking, circulation, Playland and building capacity and utilization, all in both the non-Fair and Fair period. The report also includes a selection of park and fair ground precedents.

The following is a selected summary of the findings:

PNE Non-Fair period

- Majority of buildings, due to single-use design and lack of modern infrastructure, are limited in use, flexibility, guest and operational services.
- Parking is fragmented and often remote from guest destination and vehicle circulation is awkward.
- Playland greening objective will require additional 30-40% land area.
- More A class rides (amusement rides with fixed location and designed primarily for 12 years of age or younger) to enhance family experience are needed to grow Playland.

PNE + Playland Fair period

- Loss of permanent indoor building space (from Restoration Plan implementation) requires significant temporary outdoor exhibits.
- Site wide deficiency of utility services (electrical distribution, water, sanitary) to accommodate the increased visitor load during the Fair.
- Good quality event/assembly space (plaza or outdoor protected show venue) is severely lacking.
- Guest circulation needs rationalization.
- Guest densities are approaching maximums.
- Imported (temporary) rides are not contained within Playland boundaries resulting in discontinuous guest experience.
- With annual Fair setup, approximately 1,000 internal parking spaces are lost from parking inventory.

Market Review and Opportunities

<http://vancouver.ca/pnepark/pdf/masterplan/marketreview.pdf>

This report focused on the current user group types and space requirements, reviewed local growth factors, attendance and revenues, provided an overview of competitive facilities and provided a series of emerging activity opportunities.

The following is a selected summary of the findings:

Playland

- Playland is currently a successful operation during Fair and non-Fair periods.
- Market analysis indicates potential for improved performance through a carefully designed expansion program.
- By attraction industry standards, the market could sustain 450,000 to 550,000 annual attendees (currently 300,000).
- Obtaining this increase will require expansion, additional attraction content and improvements to ride quality.

PNE Fairgrounds:

- Unusual variety of different, non-complementary facilities within grounds causes lack of identity.
- Inadequate flexible, multi-purpose flat floor exhibition space to sustain year-round event activity.
- Annual PNE attendance stable at approximately 900,000 visitors; strong performance given site size and parking constraints. Rainy weather during Fair time can see attendance drop below 800,000.
- Historic PNE attendance illustrates a trend in declining growth in new visitors reflecting on-site physical constraints
- For maximum growth and revenue performance, master plan options should consider more flexible, multi-purpose building space on site to benefit fair and year round activity.

Market Environment

- Greater Vancouver region has shown population growth and expansion in local-source agricultural activities, creating PNE growth opportunities.
- Seasonal characteristics of Vancouver's climate call for indoor event space for 1) year-round events; and 2) to augment a concentration of outdoor events during the summer season.
- Hastings Park's location is distant from the critical mass of first-tier event activity (Convention Centre, Canada Place, BC Place, GM Place) and downtown infrastructure.
- Demand for events exists in a variety of market segments (cultural, commercial, festival, sporting, etc.).

Building and Heritage Assessment

This assessment was performed on four key buildings on the site: Rollerland, the Forum, the Garden Auditorium and Livestock Building. The building assessment identified the need for a number of potential building envelope and seismic upgrades. Rough order of magnitude costs are provided for the upgrades.

The heritage assessment identified elements that compromise the heritage value of the structures and recommended potential conservation work. Of the four buildings evaluated, three of them are on the City's Heritage Register, the Livestock Building is not. As per Council's 2004 directive, a Heritage Register Evaluation was performed on the Livestock Building. The evaluation indicates that the Livestock Building would rate in the "B" category for its architectural and cultural history, streamlined Art Moderne style and design by a noted architectural firm of its day.

Vision Statement

In order to clarify the desired future of Hastings Park and to build on past processes, a vision statement for the park was developed with input from the Key Stakeholder Group and staff committees. The vision statement received a high degree of support from respondents during public consultation.

The vision consists of four key statements:

- Hastings Park is a place of **renewal and transformation** - evolution of the park the rebirth of a forgotten stream, the rejuvenation of Vancouver's historic fair and amusement park.
- Hastings Park is a place of **celebration** - a place of year-round festivals, events, markets, exhibitions and performances.
- Hastings Park is a park of **connections** - a place to connect with culture and nature, with the past and the promise of the future, connecting land and water, connecting the community and the city to parkland, programs and facilities.
- Hastings Park is a **destination** for Vancouverites and visitors - a City-wide park that is an enabling and supportive environment for arts and culture - a place of innovation, sustainability, activity, creativity and fun.

Phase 2 - Planning Directions

In order to break down the physical planning components of Hastings Park into manageable and understandable pieces, the project team developed a series of eight themes or Planning Directions that responded to Council directives and the project terms of reference.

1. Connections + Greenways
2. Sustainability and Park Greening
3. Parking + Access
4. Heritage Buildings
5. Hastings Community Centre
6. Greening and Expansion of Playland
7. New Flexible Building Space
8. Park Space and Playland

This report is recommending that the intent of these eight Planning Directions, described in detail below, be endorsed by Council to set the foundation for the preparation of a Detailed Master Plan and Implementation Plan.

The final two planning directions, 'New Flexible Building Space' and 'Park Space and Playland' presented a range of options, and thus address the Council directives and the project terms of reference to varying degrees as illustrated in Figure 1 below. With further study, staff and stakeholder input, the project team has reached a conclusion and a recommendation on these options.

Project Parameter from Terms of Reference	All Options	Varies by Option
Seventeen day annual summer fair with target of 1 million visitors (approximate 20% increase)		✓
Playland operates seasonally in a greened environment	✓	
Pacific Coliseum used for year-round city-wide sports, concerts, and events	✓	
Mix of community and commercial uses within Hastings Park		✓
Increased connectivity to: neighbourhood, New Brighton Park and Hastings Community Park	✓	
Significant additional park space		✓

Fig.1

The Planning Directions are summarized and illustrated in Appendix A - Planning Directions - Conclusions (pages 20 -30). This document summarizes:

- What the team learned in the analysis and development of the planning directions;
- The public's response; and
- Emerging directions for implementation.

Public Consultation

A traveling display of ten large panels illustrating the eight Planning Directions made its way across the City at seven different locations from late August to early October 2009, including two days on Hastings Street and two weekends at the PNE fair. The ten-panel display was also hosted on the project website www.vancouver.ca/hastingspark. A questionnaire offered in both paper and on-line versions, captured participants' responses to questions regarding the planning directions. Results of this first phase of consultation are summarized in the attached report (Appendix B).

Planning Directions - Description

1. Connections + Greenways

Improving connections city-wide, at a neighbourhood level and within the park are key objectives of the Master Plan. Several City greenways and bikeways interface with Hastings Park. These can play a major role in improving recreational access and support alternative transportation with connected bike commuter routes, including improved connections to the Second Narrows Bridge.

Surrounded by major arterials, Hastings Park is considered to be somewhat disconnected physically from the surrounding community and the waterfront. Improved connections are proposed to be provided by:

- The redesign of Renfrew Street (in collaboration with City Engineering) with improved crossings and other pedestrian-oriented streetscape improvements.
- Potential improvements to Hastings Street crossings and adjacent park edge to enhance a sense of openness and visual access into the park.
- Pedestrian/bike overpass over McGill Street to provide safe, convenient access to New Brighton Park with its outdoor pool and waterfront.
- Connections to proposed City Greenways through Hastings Park: East-side Crosscut Greenway, Portside Greenway and the Trans Canada Trail.
- An east-west trail across the park that could connect to the Burnaby Frances/Union Bikeway to the east.

Within the park, it is proposed that a multi-use perimeter trail with sections of separated bike and pedestrian trails be implemented. The looped trail would total 3km in length, making it a destination amenity, animating the park with activity. In addition, the perimeter trail would have the ability to remain open during Fair time, maintaining access for the community to park amenities and acting as a bypass for internal trails that would be closed during Fair time. These improvements would greatly assist in meeting expectations of amenities that a park of this scale would provide. Internal pathways could also support on-site functions of special events and the annual Fair. Implementation of portions of the perimeter trail could occur in the near term.

Improvements to other connections could occur on an interim basis. For example connections to New Brighton Park using the existing underpass system could be strengthened until Racecourse Barn re-location occurs allowing for an overpass in the longer term.

Public consultation indicated strong support for the proposed Connections and Greenways Planning Directions.

2. Sustainability + Park Greening

The implementation of the Master Plan represents an opportunity to significantly improve the environmental performance and sustainability of Hastings Park and the PNE and many proposed improvements have the potential to meet the City's Greenest City Action Team's objectives.

One of the key elements of the 1997 Restoration Plan was the daylighted Renfrew Creek. This idea is being brought forward in the Master Plan as not only an effective way to manage stormwater, but as a north-south habitat and movement corridor. This corridor could eventually connect Hastings Park to New Brighton and the waterfront as well as Hastings Community Park to the south, providing safe and convenient access for pedestrians and cyclists. Implementation of the stream corridor is dependent on Hastings Racecourse barn replacement timing and redevelopment plans. The Racecourse has indicated that it is considering changing to a 'ship-in stall' system (horses on site for race days only) that would result in significantly less barn footprint. It is expected that the Racecourse will make a decision on this approach in 2010.

Public consultation indicated strong support for the proposed Sustainability and Park Greening Planning Directions.

3. Parking + Access

Parking is essential to the PNE's activities on site. The consolidation and reorganization of parking and access to the site, as proposed in this Planning Direction, is perhaps one of the single most significant ways to free up land for additional park area and connect fragmented existing park space. There are significant costs associated with consolidating parking (refer to Appendix A page 37).

The Master Plan proposes to consolidate almost all on-site parking in the northern portion of Hastings Park, with structured parking in the northwest corner and a surface lot in the northeast. The structured parking could be below ground, above ground or a combination. A small number of small lots would remain, such as Lot 1 adjacent to the Forum.

The primary access to this consolidated parking would be off McGill Street and Bridgeway but multiple access points will be considered to accommodate transit vehicle movements and stops and to help manage event-period peak traffic flows and on-street queuing. Miller Drive would transform into the sole access road for the site, providing service access, passenger dropoff and pick-up and potentially a transit loop. This new Miller Drive would define a boundary between back-of-house uses to the north and a pedestrianized open space to the south. Removal of roads and parking in this area would yield approximately 8.5 acres of green space. The structured parking approach is expensive, however, has significant benefits in terms of consolidating uses and freeing up land for green space. Costs for the structure vary dramatically depending on much of it is above or below ground. A detailed transportation study will need to be conducted to determine exact access and parking requirements for the site.

Public consultation indicated majority support for the proposed Parking and Access Planning Directions.

4. Heritage Buildings

Hastings Park is home to a grouping of significant Art Deco and Art Moderne buildings that date from the 1920's to the 1940's. Three buildings on the site are on the Heritage Register: Rollerland, the Forum and the Garden Auditorium. The Livestock Building is not on the Heritage Register, but a preliminary assessment indicates that it would qualify for a "B" status.

All of the buildings require upgrades to their building envelopes and some seismic upgrades. The buildings play a key role as indoor space for the PNE for the Fair and year-round revenue generation (primarily the Forum and Rollerland). The Master Plan is proposing that all Heritage Buildings remain and be upgraded and retro-fitted to current standards. The Forum and Rollerland would be retained as flat-floor buildings in the interim, however, if a new large flexible flat-floor building is implemented, the buildings have the potential to serve other uses. Exploration of a more secure, year-round, arts and cultural use of the Garden Auditorium is recommended, with its use coordinated to support the PNE during Fair time.

The Livestock building is being proposed to be renovated for more flexible use, but without climate control. This would probably require building envelope improvements, a new roof and new windows. Options providing more flexibility have also been considered. Currently the Livestock Building has two floor levels, limiting its flexibility, but changes could be made to improve the condition. Large overhead doors inserted in the south and east elevations would

provide a strong indoor-outdoor connection to a proposed Festival Plaza that would wrap around a retrofitted Livestock Building.

5. Hastings Community Centre

As part of the terms of reference for the Master Plan, staff was asked to look at potential locations for a new Hastings Community Centre. The Community Centre, built in the 1930's needs to be replaced, and three sites are under consideration:

- 1) On the existing site at the corner of Hastings & Lillooet;
- 2) At the south-east corner of Hastings & Renfrew; and
- 3) Within the Forum Building in Hastings Park.

Reconstructing on the existing site would mean a significant disruption of service to the community during the demolition and construction period for the new Community Centre. The existing location appears to work well with Hastings Community Park but is not highly visible. A new community centre in an adapted Forum Building would allow better access to the amenities of Hastings Park, however the Forum Building is the PNE's largest flat-floor building and is a key revenue generator for the annual Fair and year-round operations. Additional new flexible flat-floor space is unlikely in the short term.

The Planning Directions for the Master Plan is recommending that the new Community Centre be located at the south-east corner of Hastings & Renfrew Streets for a number of reasons. With its long and narrow form (three city blocks end-to-end) Hastings Community Park is a challenging space to establish a cohesive park program. The loss of the Community Centre from the park would leave it without an anchor. A new Community Centre at the corner of Hastings and Renfrew would activate this busy corner with more pedestrian traffic and could potentially function as a gateway building at the eastern end of the Hastings BIA. Currently there is a parking lot on this location that provides a significant amount of revenue for the Hastings Community Centre Association and mitigation of this revenue source would need to be factored into any decision to locate there.

6. Greening and Expansion of Playland

Research into Playland and comparisons to other amusement parks across the world indicate a strong future potential for Playland. As an attraction unique to the region, Playland continues to attract high levels of use for its size every year. With the recent addition of Fright Nights around Halloween, Playland has demonstrated its continued attraction even outside its usual season. Playland is second only to the PNE Fair as a source of revenue generation and employment. Due to its longer operating season, revenue from Playland is less susceptible to weather conditions, unlike the Fair which occurs over a total of 17 days.

Investment in new rides and attractions is essential to maintaining attendance levels and is being recommended to occur in the short term as it is a relatively modest capital investment with strong revenue potential.

In order to accommodate greening and expansion, an approximate 30% increase in the area is being recommended for Playland. Greening refers not only to the integration of vegetation for ecological and aesthetic reasons, but also to other amenities such as seating areas, rest stops and potential outdoor café environments that could broaden the appeal of Playland and enhance visitor comfort.

As determined in the Analysis Phase, it is being recommended that Playland remain a secure facility. Improved methods of securing Playland that could better integrate this facility into the surrounding parkland will be explored in the detail phase. Ideas such as green walls, using water as a barrier, or improved transparency and interaction with contiguous park areas will be considered.

Public consultation indicated strong support for the proposed Greening and Expansion of Playland Planning Directions.

7. New Flexible Building Space

In the late 1990's, under the assumption that the PNE was moving to Surrey, a total of 200,000 square feet of buildings were demolished and a significant amount of parking removed from Hastings Park to make way for park improvements. With the development of the Italian Gardens, the Sanctuary and Empire Fields, the annual Fair also had to adapt its layout to a more constrained site. A decline in Fair attendance, from an average of 1 million down to the 800,000 - 900,000 range, coincided with these significant changes on site.

The project terms of reference asked what would be required to restore attendance to previous levels of 1 million visitors. It is clear that several factors have contributed to this, especially a decline in available parking spaces and, probably most significant, lack of cover in rainy weather. Prior to the loss of indoor space, Fair attendees understood that there was enough indoor space and attractions at the Fair to attend even on a rainy day, however, currently there is a limited amount of refuge from rainy weather, with much of the Fair now occurring outdoors. Therefore, there is less motivation to visit the Fair in variable weather.

It was determined that replacement for lost indoor space was required. New indoor space would help address the rainy weather attendance issues and additionally expand the site's ability to house commercial, rental and seasonal special events, including a winter festival, as well as consolidating PNE administration offices. Research has indicated that there is market demand for modern flexible interior space. Therefore, additionally, new indoor space could provide greater economic stability to the year-round performance of the PNE.

Initially a range of new indoor space configurations was considered: from a new 200,000-sq-ft building with a renovated the Livestock Building, to an option of just renovating the Livestock Building with no new floor space added. This range was presented to the public for comment during the consultation phase. Subsequent analysis of space needs determined that a 150,000-sq-ft gross/120,000-sq-ft net building would most efficiently meet the needs of the PNE.

In terms of siting a new building of this size, the challenge was to locate the building without significantly impacting other uses on the site and to ensure that servicing could be accomplished in an efficient manner. The proposed location between the Agrodome, Rollerland and Coliseum heeled into the slope, minimizes the visual impact of the building and is well connected to the proposed Miller Drive service road.

A number of building alternatives were tested (Appendix A page 25) and there is confidence that the location provides sufficient space and flexibility for whatever use may be determined as the ultimate design solution.

Currently the PNE's offices are scattered around the site with the main administration adjacent to the Garden Auditorium. This new building could allow the consolidation of PNE

offices and allow the conversion of the space occupied by the current administration building and associated parking to park purposes.

It is understood that a new building of this magnitude has significant costs, in the \$40million range, and a partnership with senior levels of government would be required.

Public feedback on this Planning Direction indicated roughly equal support for 1) building a new building along with the renovation of the Livestock Building and 2) just renovating the Livestock Building.

8. Park Space and Playland

One of the key directives from Council in 2004 and thus an objective of the Master Plan is the provision of significant additional park space. Currently there are 27 acres of park space within Hastings Park, the 2004 directives from Council asked for an additional 45-47 acres of on-site park space. Considering all the project parameters and with the need to maintain the PNE and Playland and to provide parking, this target has been unachievable. At this preliminary planning stage, assuming that proposed planning directions are implemented, it is estimated that approximately 25-35 acres of additional on-site park area could be achieved. This has the potential to bring the total of park space in Hastings Park to within a 52-62 acre range. Detailed concept work anticipated in the next phase of the Master Plan will further refine these figures.

It is clear that much of the “new” park space could be delivered by changing the program of existing space. In fact, the removal of roads and consolidation of parking, as proposed in the “Parking + Access” Planning Direction, is probably the most significant way to accomplish this objective in the Master Plan. Other strategies will be to build flexibility into all new spaces and ensure that “greening” is integrated into all redevelopment activities. For example, an urban plaza can be available for passive uses for park visitors, but would work well for Fair time or Festivals.

Consolidation and connection of existing park components offers another approach to creating a larger contiguous park space and provides opportunities to enhance the relationships between existing park spaces. With the development of the Italian gardens, Skate Park, Sanctuary and Empire Fields – under the previous plan to move Playland and the PNE – it was expected that connection and consolidation would occur once the PNE finally left the site. But with the PNE remaining on site, Empire Fields remains physically separated from the balance of green space by Playland. It presents a considerable challenge to pull this space into the balance of the park space on site. During consultation park-users expressed opinions such as how ‘cut off’ and ‘underutilized’ the Fields were, leading to the perception of a lack of passive security. The project team explored several approaches to deal with this, which led to the development of two options to consolidate or better connect park space.

Options for Park Space Consolidation and Playland Location

Two options were developed that addresses the issue of park space consolidation and the resulting Playland location.



Option One

Option One proposes that Playland would be pulled back from Hastings Street to create a park corridor between the Sanctuary and Empire Fields. This green connection would allow the perimeter multi-use trail to pass between Hastings Street and Playland in a park environment. In this scenario, the existing amphitheatre would remain in its general 4000-seat configuration, but would be upgraded with new seating and infrastructure, with a range of options for weather protection of the stage and seating.



Option Two

Option Two proposes moving Playland onto Empire Fields, retaining the wooden coaster in its existing location, and developing a Festival Meadow on Windermere Hill where Playland currently sits. The community uses of Empire Field would be relocated elsewhere, either on

site or in a nearby park. One potential sports field location within Hastings Park is the underutilized infield of the racecourse, a location that would have access and scheduling challenges to overcome. Other options exist to upgrade an existing field in a nearby park to artificial turf with lights. Due to year-round playability, one artificial turf field has the capacity of approximately six natural turf fields.

The Festival Meadow on Windermere Hill, a feature of Option Two, is conceived as a space that would provide a large grassy multi-purpose park area, taking advantage of the hilltop views to Burrard Inlet and the North Shore Mountains and providing a transition to the more enclosed landscape of the Sanctuary. The meadow would function as passive-use for picnics, informal games, kite flying, etc. and during festivals and the annual Fair, the meadow would transform in a variety of ways to accommodate performances and events of varying size. The existing amphitheatre could be integrated into the meadow concept and provide additional bowl-type seating, similar to Deer Lake Park in Burnaby and to potentially double its existing capacity. Integrated services, similar to the Festival Plaza (described below), would further optimize the use and flexibility of the Festival Meadow.

Elements Common to Both Options

Common to both options is an expansion area to the north of Playland (currently the south end of Lot 9 Appendix A page 29). As discussed in the Greening and Expansion of Playland Planning Direction, this area would allow for the proposed greening and addition of new rides and attractions.

Common to both options is a Festival Plaza, a more urban approach to open space that would take the place of a large parking lot (Lot 12) at the centre of the park and would wrap around a renovated Livestock Building. This multi-purpose, hard-surfaced space could be designed to have a broad range of flexibility for supporting events and passive uses and good access to the proposed Miller Drive service road.

Integrated special event infrastructure (e.g. power, water, grey water, etc.) could minimize infrastructure costs for Fair and festival set-up. Overhead doors in the renovated Livestock Building could provide a strong indoor-outdoor connection to the Festival Plaza further enhancing seasonal festival, commercial, farmer's market and Fair opportunities. Consultation with City staff responsible for special event and festival permitting and planning and with cultural event and festival organizers have indicated that a space such as the Festival Plaza, with good access and services for festivals, can be expected to be well used.

Evaluation of Options for Park Space Consolidation and Playland Location

The two options were fully assessed and reviewed by the project team and there are significant advantages and disadvantages to each option that need to be considered. It has been determined that the performance of Playland would not be affected by the move to Empire Fields, as upgrades and new rides and attractions are being considered for either location. There is a significant premium to moving Playland into Empire Fields (estimated at \$18million and includes moving Playland, construction of the two turf fields and ball diamonds and the construction of the Festival Meadow), as opposed to upgrading it in place. Moving Playland to Empire Fields also presents phasing challenges as the implementation would need to follow a more rapid schedule, versus upgrading Playland in-situ. Upgrading Playland in-situ allows for incremental growth in stages, allowing for response to market conditions and funding availability.

When considering park objectives of the Master Plan, Option One has Empire Fields remaining separated from the balance of open space, with the opportunity to improve the connection limited to a widened connection along Hastings Street. The creation of the Festival Meadow in Option Two achieves to a higher level, the objective of consolidating park space to a scale that would be expected in a City-wide park. In this option a large contiguous green space that encompasses the Italian Gardens, Sanctuary and the Festival Meadow would dominate the southern portion of the site, including Windermere Hill, the highest point in the park. This does not create new park area, but re-programs Windermere Hill and relocates the sports fields. This option would require the replacement of the sports fields. (Refer to Appendix A page 30 for more detail description of advantages and disadvantages of the two options.)

The public's response was split evenly on the question of Option One versus Option Two, with many understanding the park objectives achieved but concerned about the costs of achieving such a vision.

Recommended Option

The project team has reviewed both options in detail from a cost, business case and open space perspective. The team feels that moving Playland back from Hastings Street, creating a green connecting corridor (Option One), presents a significant opportunity to create a more connected, active park space with engaging edges. This, combined with the lack of a business case to move Playland and the phasing challenges created by such a large scale move, has led staff to recommend Option One as the Planning Direction for Park Space Consolidation and Playland Location.

Preliminary Long-Term Fiscal Analysis

As part of the Phase Two work, the project team prepared a preliminary business plan, estimated rough order of magnitude costs and prepared phasing examples that, if we assume the Planning Directions are endorsed, identifies preliminary projections of estimated revenue and demonstrates the ability and flexibility to phase the implementation over a 20 year time frame.

With direction from the Steering Committee the project team has identified the following financial parameters:

Phasing + Integration into the Capital Plan

- Master Plan has a 20-year + timeframe.
- Flexibility of phasing is essential.
- Availability of funding from range of sources will control extent and content of each phase.
- Initial phases include lower cost items and some interim elements.
- Items with high costs that require capital plan funds are unlikely in the next two three-year cycles.

Potential Project Funding Sources

- Capital Plan funding.
- Hastings Park Reserve - Racecourse contributions currently approximately \$1.5 million per year as per 2007 Operating Agreement (expiry date 2012, future years subject to renewal).
- Racecourse requirement to provide underground parkade (500 stalls) by 2013 as per Renewal Term outlined in 2007 Operating Agreement.

- Potential Utility funding for stormwater management e.g. daylighted Renfrew Creek.
- Potential senior government infrastructure funding.
- Revenue from PNE / Playland.
- Private partnerships / sponsorships.
- Arts and cultural funding through senior government programs and foundations.

Preliminary Business Plan

As part of the project team's business plan analysis of the preliminary Planning Directions, three stable year scenarios were developed to help understand attendance and net operating income (NOI) benefits that these upgrades could achieve. The three improvements modelled were based on a phased approach that would build upon each other, these were:

1. Renewal and expansion of Playland;
2. Renewal and expansion of Playland with Renovated Livestock Building; and
3. Renewal and expansion of Playland with Renovated Livestock Building with a new Flat Floor Building.

Capital investment required to achieve these improvements (exclusive of any park upgrades or parking improvements) were estimated and correlated alongside the projected NOI; these figures appear at the bottom of each page. This information is presented in detail in Appendix A pages 32 - 36).

What is apparent is that a renovated Playland and the new Flat Floor Building achieve the greatest lift in NOI with a renovated Livestock Building achieving very modest lift in NOI.

Rough Order of Magnitude (ROM) Cost Plan - Appendix A pages 37 - 38

This plan outlines estimated costs of the proposed Master Plan improvements with costs shown in two columns:

1. Non-revenue Operations Improvements (public open space + parking); and
2. PNE Revenue Operations Improvements.

Parking improvements are not included as Revenue Operations Improvements. Since the main benefit of parking consolidation is the freeing up of space south of Miller Drive for park improvements, the consolidation of parking would not improve PNE revenues. Costs for all proposed improvements were estimated based on unit rates and are class C cost estimates with a variability of 20%. These costs will be refined as the project team moves into the Detailed Master Plan Phase of the project.

A more detailed Cost Plan (Appendix A page 40) includes a number of discretionary options for potential savings or premiums to the proposed improvements, again demonstrating the flexibility of the proposed plan.

Phasing Options

Understanding there is significant capital investment implied in this preliminary work, the project team also modelled implementation over a 20-year time frame. This was done to demonstrate flexibility and how revenue potential varies depending on timing of upgrades. These examples are provided for demonstration purposes only, the final Implementation Plan will be part of a larger Capital Plan discussion and receive priority as determined by Council.

This work is summarized in Figure 2 below, the fully detailed example scenarios are included in Appendix A.

Phasing Scenario A - Appendix A page 39

In this example, the new flexible Flat-Floor Building is implemented early on in Years 1 - 3, parking structure occurs in Years 17 - 20 and Playland upgrades are implemented over a longer time period (Years 1 - 11). In deferring the parking structure there may be greater pressure on an allowance for temporary surface parking in the near term in the area of the horse barns, for which a cost is not currently carried, but this timing can be considered independent of the Playland and Flat Floor timings. Aggregate new net revenue for Scenario A - \$95.3 million.

Phasing Scenario B - Appendix A page 40

In this example, the new Flat-Floor Building is left to the end, the parking structure is shifted forward to coincide with the removal of parking south of Miller Drive. This is done to spread out the investment - though ultimately this has no impact on the revenue side relative to PNE Operations (the parking inventory is a constant in either scenario). Playland upgrades in this case, is shown to occur in a shorter time frame, though it could be implemented in any number of ways. Aggregate new net revenue for Scenario B - \$51.6 million.

Fig.2 Implementation Modelling - 20-year time frame

Total Non PNE Revenue Improvements	Total PNE Revenue Improvements	Aggregate Income	% of Gross Investment Returned	% of Investment on Revenue Items Returned
Scenario A				
\$78,400,000	\$125,600,000	\$95,300,000	46.72%	75.88%
Scenario B				
\$78,400,000	\$125,600,000	\$51,600,000	25.20%	41.08%

Under these scenarios, the aggregate new net revenue over 20 years ranges from \$95.3 million in Example A to \$51.6 million in Example B (all in 2009\$), suggesting a benefit of \$43.7M resulting from the earlier Flat-Floor Building implementation, despite the total investment being the equal. Implementation of the Flat-Floor Building in a mid period (for example year 10) would result in something in-between the two.

FINANCIAL IMPLICATIONS

In 2007, Council approved a multi-year planning process for developing a Master Plan for Hastings Park. Total funding of \$1.6 million was approved from the Hastings Park Reserve. To the end of 2008, \$559,427 of this funding has been spent. It is anticipated that the balance of this funding will be required to complete the Master Plan, including the Implementation Plan to the end of 2010.

In addition, the Capital upgrade cost and financial projections included in the report are preliminary estimates for illustrative purposes. These projections will be examined and refined during the detailed planning phase taking into consideration the implementation approach, timeline, and funding/resource prioritization processes and reported back to Council within the report back on the Detailed Master Plan and Implementation Phase anticipated mid-2010.

ENVIRONMENTAL IMPLICATIONS

The implementation of the Master Plan represents an opportunity to significantly improve the environmental performance and sustainability of Hastings Park and the PNE. The following highlights some of the key components being considered:

- Significant greening of all components of the site creating habitat, reducing impervious surfaces and moderating temperatures.
- Extending the daylighting of Renfrew Creek as a key stormwater management and green corridor for the park.
- Harvesting stormwater from surrounding neighbourhoods and redeveloped areas of Hastings Park to feed the restored Renfrew Creek.
- Promoting alternative transportation by providing safe and convenient connections, routes and facilities for pedestrians and bicycles.
- Exploring options for showcasing local food production and products.
- Improving the performance of existing buildings and achieving the City's standard of LEED Gold for any new buildings.

SOCIAL IMPLICATIONS

The implementation of the Master Plan represents an opportunity to enhance the social sustainability of Hastings Park and the PNE by:

- Preserving and enhancing local employment opportunities, especially for youth.
- Providing safe and accessible public open space that meets the needs of Vancouver's diverse population.
- Providing facilities that foster great community connectivity for pedestrians, bicycles and people with mobility devices.

IMPLEMENTATION PLAN

Pending Council's endorsement of the recommendations of this report, the project team will move forward with the final Detailed Master Plan phase. Planning directions will be refined into concept plans for the various components of the site and combined to create an overall concept plan for Hastings Park. This work will form the basis of a second phase of consultation, expected to occur in late spring or early summer 2010. More detailed business plan analysis and cost refinements will also occur which will assist in the development of a draft Implementation Plan. Staff will be reporting back on this work in mid-2010.

COMMUNICATIONS PLAN

An extensive communications and consultation plan was developed for the Hastings Park PNE Master Plan process and will continue as the project moves into the Detailed Master Plan Phase of the project. The plan was developed with input from Corporate Communications to ensure

that the project would effectively reach out to a broad range of people, raise awareness and engage people in the consultation phase of the Master Plan.

Communication efforts focused on completely revamping the Hastings Park PNE web pages www.vancouver.ca/hastingspark to reflect the current Master Plan process. A new GVTV video is the centerpiece of the project's homepage and provides an engaging introduction to the new Master Plan process for Hastings Park.

A second phase of consultation is planned during the Detailed Master Plan phase. It is intended that a similar series of open houses, on-line materials and updates will accompany this phase of consultation.

CONCLUSION

After extensive public and stakeholder consultation, staff and technical reviews, the project team feels the eight key planning directions proposed in this report successfully weave together to inform a high-level vision of a future Hastings Park, and a foundation for the development of a Detailed Master Plan in the next phase of work.

The preliminary business plans and cost plans outline that significant investment is needed to achieve this new vision of Hastings Park. However, these preliminary plans have illustrated that there is flexibility in the phasing of the Plan including potential for implementation funds from a variety of sources.

The Planning Directions build on existing assets to transform Hastings Park into a great urban park that is both green and active. Important moves such as consolidating parking and back of house uses and creating large pedestrianized areas rebalance the concept to be a "fair within a park" rather than its historic role as a park within the fairgrounds. Option 1 for Park Space and Playland will meet objectives of consolidating park spaces and enhancing connections, while allowing phased improvements and expansion of Playland in its current location. Strategic investment in PNE and Playland, connections and greening of the site will help the site realize its full potential as an active public space that balances the goals of maximizing green space while enhancing local neighbourhoods and catalyzing economic development.

The project team, with Council's endorsement, is now ready to move into the next phase of work and begin to illustrate and develop the Planning Directions into a Detailed Master Plan.

* * * * *

Hastings Park / PNE Master Plan Phase II

Planning Directions - Conclusions

November 2009



Hastings Park / PNE Master Plan



Park Scale + Location

160 acres





Hastings Park History

- 1889 Hastings Park Trust
- 1892 Hastings Racecourse
- 1910 1st Annual Summer Fair
- 1930s Provincial Agricultural Mandate
- 1940s Forum, Rollerland & Garden Auditorium
- 1958 Rollercoaster
- 1960s Sports & Entertainment Venues
- 2010 PNE 100th Anniversary



Recent History

- + Early 1990's Provincial government decides to relocate the PNE to Surrey
- + 1995: City begins process to convert Hastings Park to parkland
- + 1997: Restoration Plan adopted
- + 1998: 200K sq ft of buildings demolished to make way for park
- + 1999 - 2001 - Major park improvements completed
- + March 2003 - Province determines will no longer operate PNE
- + January 1, 2004 - ownership of PNE to City
- + May 2004 - Council determines PNE will stay in Hastings Park thus significantly changing parameters of Restoration Plan



2004 Directives from City Council

June 2004, following a City-wide public consultation process, City Council directed staff to explore and develop a new direction for Hastings Park that included:

- + Heritage building analysis and adaptive re-use options
- + Horse barn reconfiguration options
- + Location options for new Hastings Community Centre
- + Playland configuration, upgrading, and greening
- + Green connections from Hastings Park to New Brighton Park
- + Options for the park area south of Hastings Street
- + Alternative cost sharing arrangements for parking
- + Funding, financing, and employment impacts
- + Governance models

2008 Project Terms of Reference

The following are the project parameters set by the Terms of Reference:

- + **Seventeen day annual summer fair with target 1M visitors (20% increase)**
- + **Playland operates seasonally in a greened environment**
- + **Pacific Coliseum used for city-wide sports, concerts, and events**
- + **Mix of community and commercial uses**
- + **Increased connectivity to: neighbourhood, New Brighton Park and Hastings Community Park**
- + **Significant additional park space**

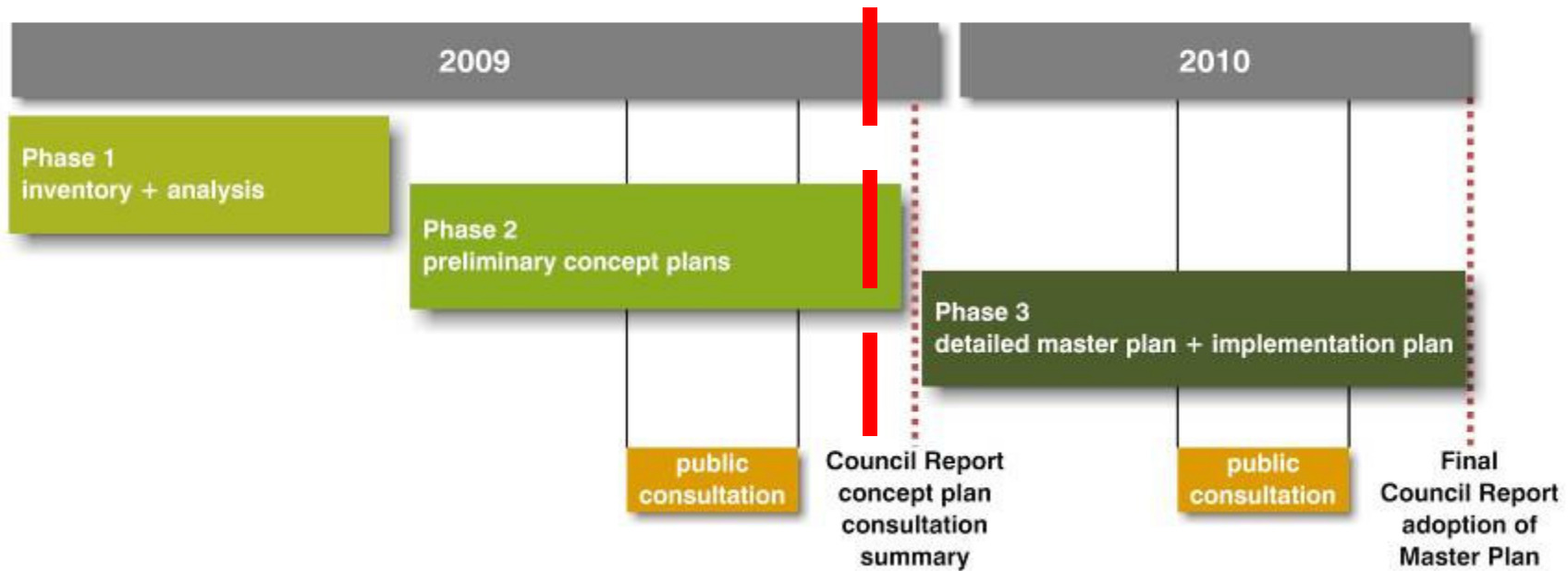
Preliminary Project Conclusions

Project Parameter from Terms of Reference	All options	Varies by option
Seventeen day annual summer fair with target of 1 million visitors (20% increase)		✓
Playland operates seasonally in a greened environment	✓	
Pacific Coliseum used for city-wide sports, concerts, and events	✓	
Mix of community and commercial uses		✓
Increased connectivity to: neighbourhood, New Brighton Park and Hastings Community Park	✓	
Significant additional park space		✓



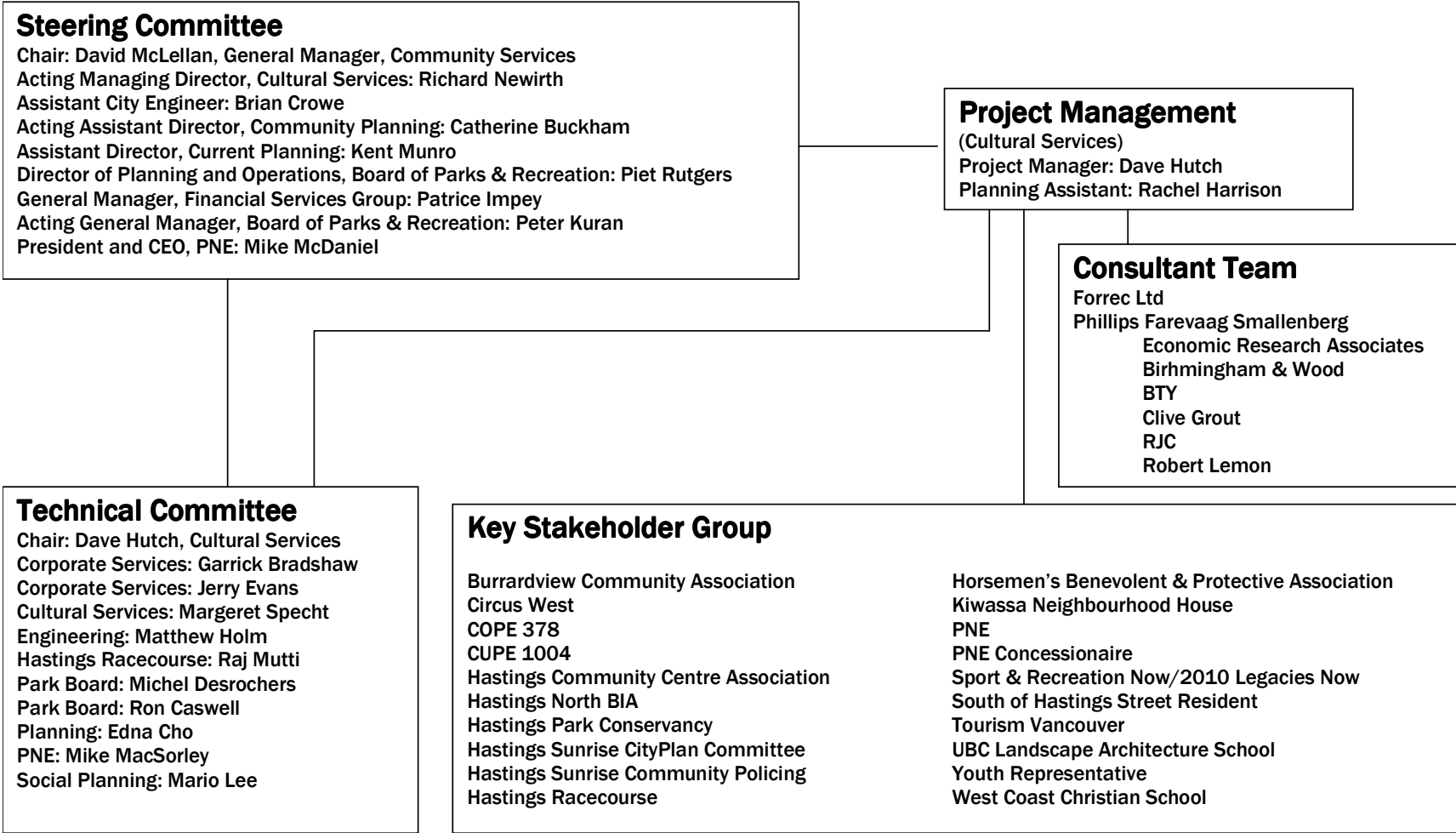
Project Timeline

- + Consultant team retained Dec 2008
- + New project manager Jan 2009
- + Approximate 18 month process
- + 3 phases
- + 2 public consultation periods
- + Reporting to Council - 1) mid-point [Dec 09] 2) project conclusion





Project Organization



Public Consultation to date

- + 7 City-wide open houses including PNE Fair
- + Approximately 1000 attendees
- + 250 online + written responses



Questionnaire

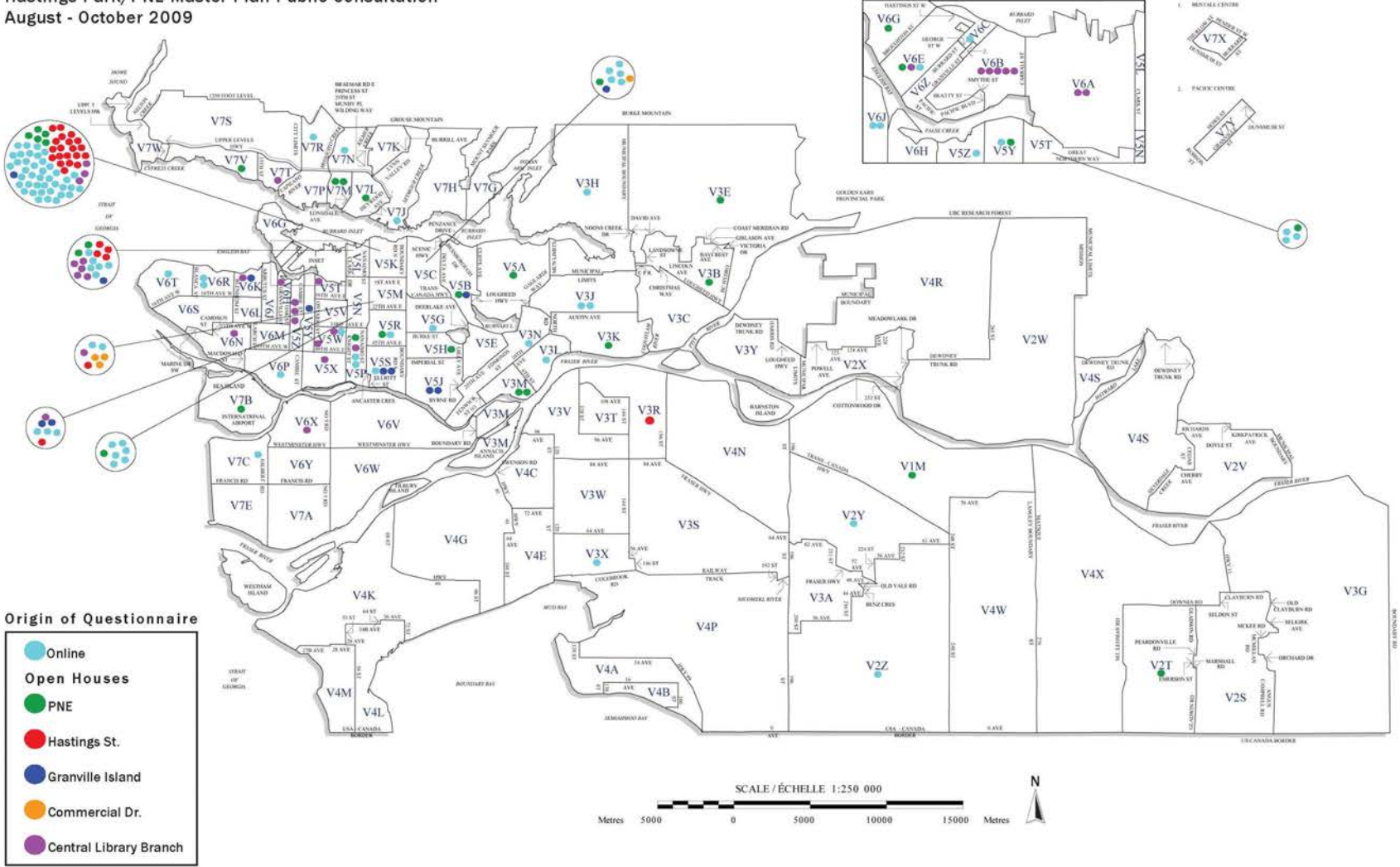
Gauge public's comments and support for:

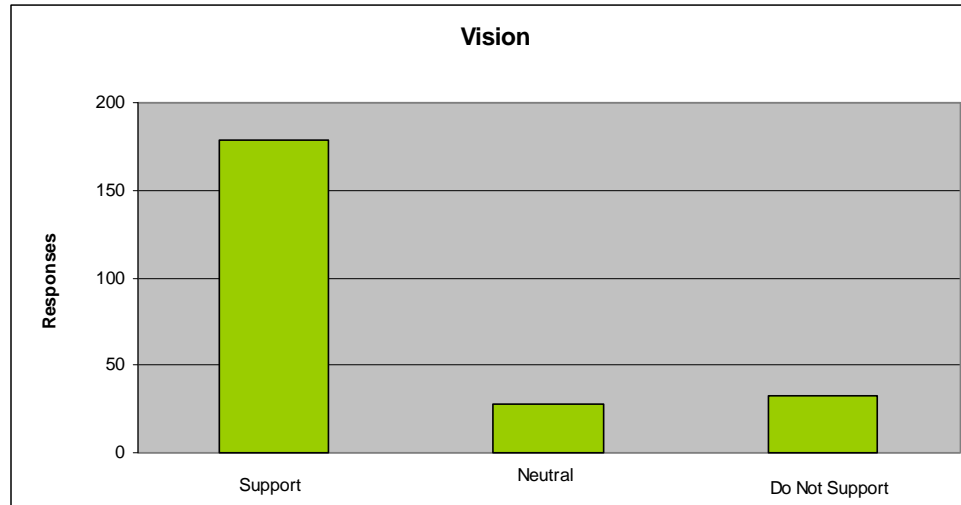
- + Draft vision for Hastings Park
- + Sustainability goals
- + Pedestrian and bike connections to and within the Park
- + Transportation and parking strategy;
- + Additional park space and the consolidation of park space
- + Options to expand and relocate Playland
- + Range of options to renovate existing buildings or build a new building
- + Prioritization of proposed key elements in the Master Plan





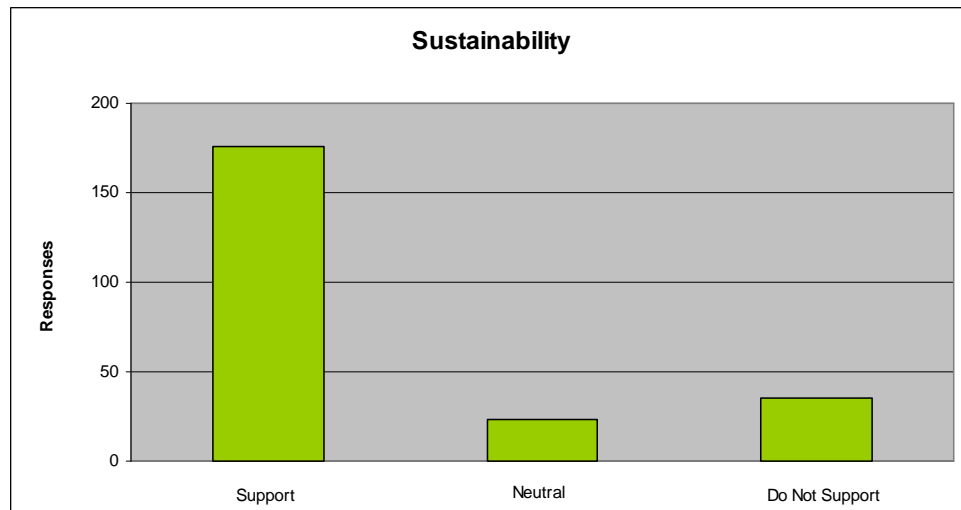
Geographic Distribution of Questionnaire Responses by Postal Code
Hastings Park/PNE Master Plan Public Consultation
August - October 2009





Question 1 (Panel 2):

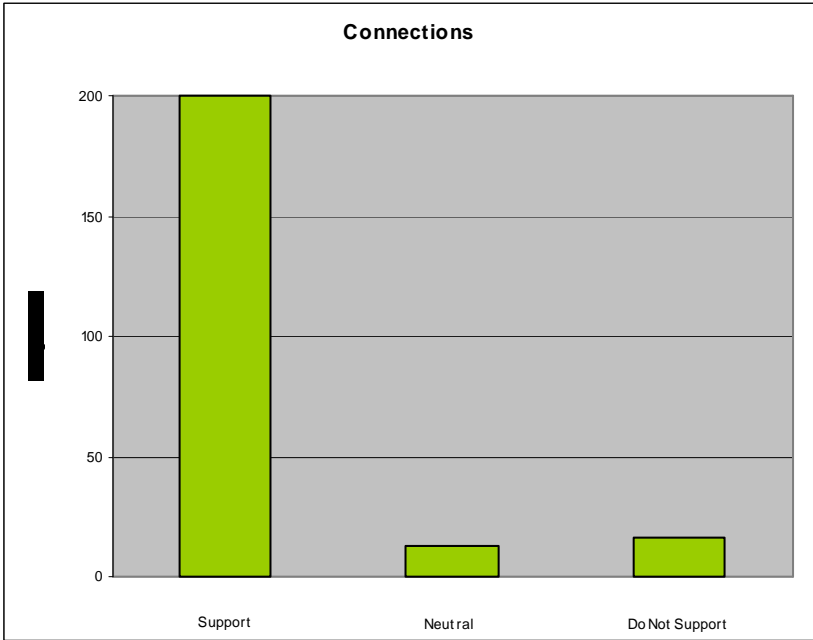
Do you generally support the proposed vision statement for the Hastings Park/PNE Master Plan? Indicate your level of support.



Question 2 (Panel 3):

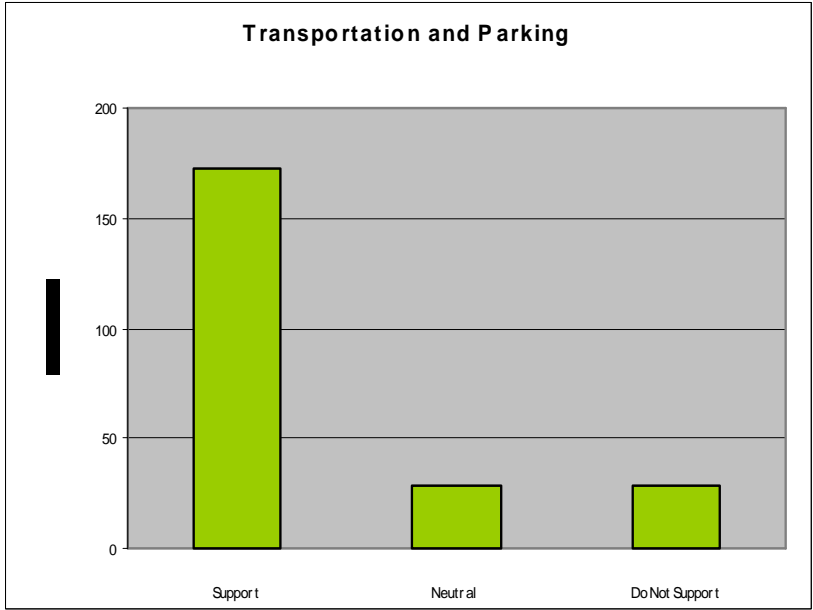
Do you generally agree with the proposed environmental, economic, and social sustainability ideas of the proposed Master Plan? Indicate your level of support.





Question 3 (Panel 4):

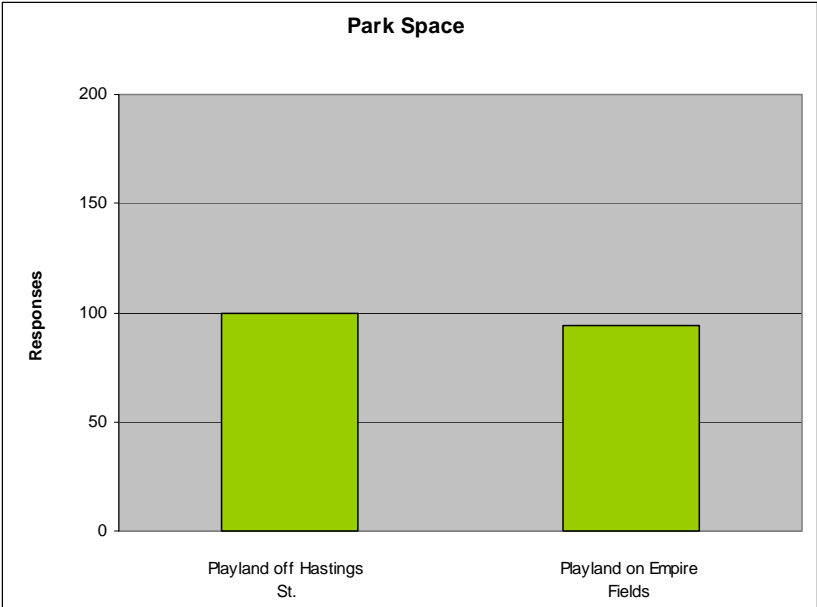
Do you generally agree with ideas presented to improve pedestrian and bicycle connections to the park and within the park? Indicate your level of support.



Question 4 (Panel 5):

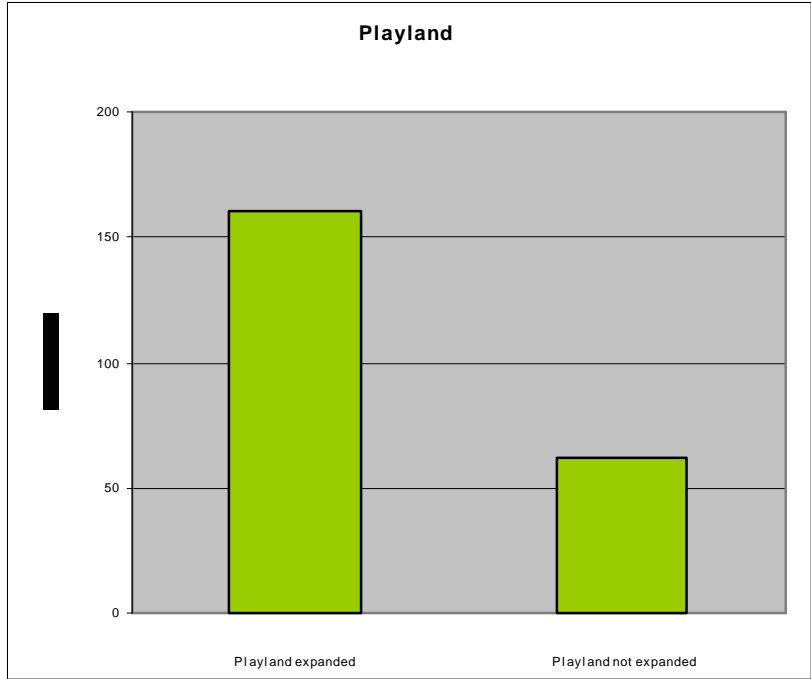
The Master Plan proposes to separate pedestrian traffic from vehicle traffic by restricting vehicles and parking to the north part of the site. Please indicate your level of support.





Question 5 (Panel 6):

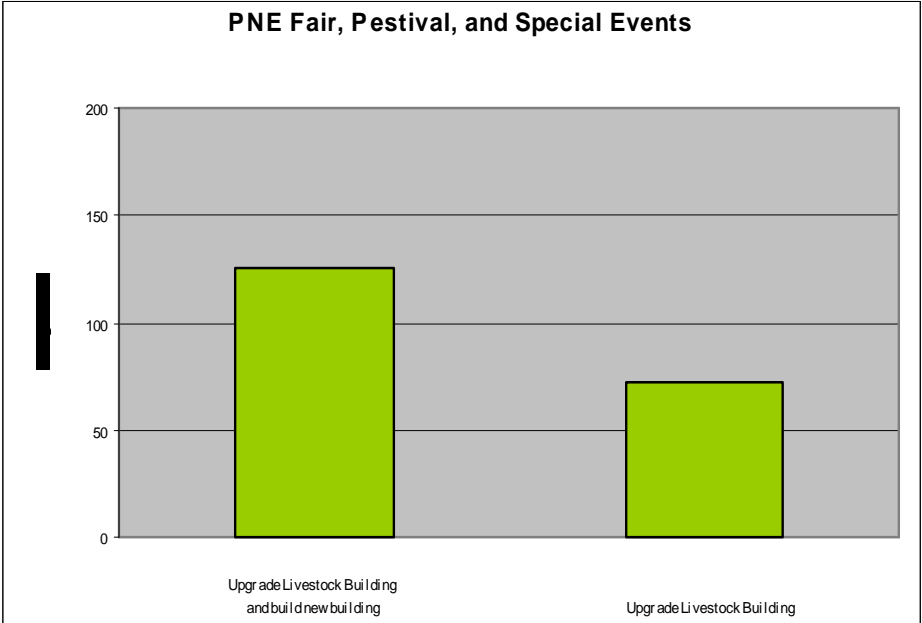
There are two options presented to better connect existing park space and to create more park space. One option is to have Playland pulled back from Hastings Street and another is to have Playland moved to Empire Fields. Which option do you prefer?



Question 6 (Panel 7):

Do you support the expansion of Playland that is greened, enhanced, and fitted with new rides?





Question 7 (Panel 8):

To renew the PNE and its role in operating and maintaining Hastings Park there is a range of options. At the low end of the range, the Livestock Building would be renovated and at the top end of the range, the Livestock building would be upgraded plus a new building built. Which end of the range do you prefer?

Responses for Ideas Ranked in Order of Importance

Ideas/Priorities	1	2	3	4	5
New Community and PNE Building	48	17	22	42	42
Parking	17	37	51	34	31
Park Space and Playland's Relocation	24	27	27	37	64
Pedestrian/Bicycle Connections and Trail Network	63	61	30	21	40
Daylighted Stream	48	44	40	28	24

Question 8:

The ideas for the Hastings Park Master Plan include significant changes in Hastings Park. Given that there are limited financial resources, please rank each item in order of importance for you from 1 to 5, 1 meaning highest priority and 5 meaning lowest priority.



Project Phasing

- Master Plan has a 20 year + timeframe
- Flexibility of phasing is essential
- Availability of funding from range of sources will control extent and content of each phase
- Initial phases include lower cost items and some interim elements
- Directions from Steering Committee indicate that items with high costs that require capital plan funds are unlikely in the next two three-year cycles

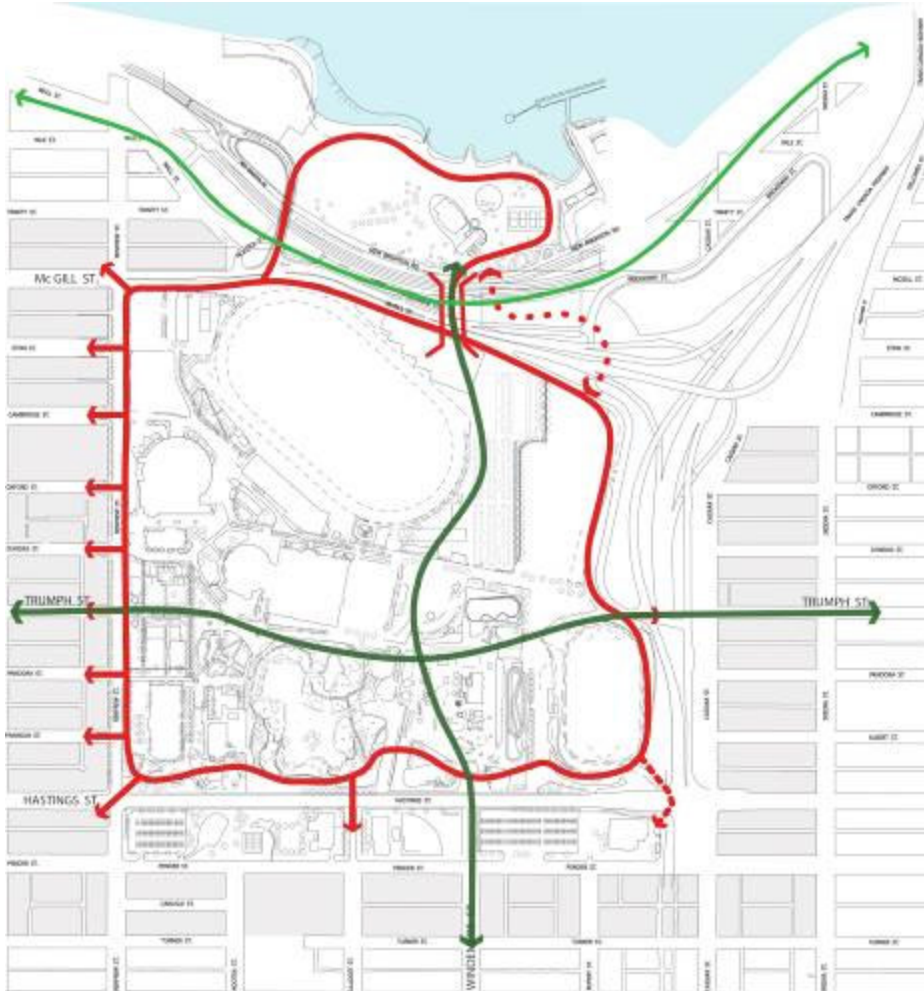


Project Funding Sources

- Capital Plan
- Hastings Park Reserve
- Racecourse requirement to provide underground parkade (500 stalls)
- Potential Utility funding for stormwater management
- Potential senior government infrastructure funding
- Revenue from PNE / Playland
- Private partnerships / sponsorships
- Arts and cultural funding through senior government programs and foundations



Connections and Greenways



Learnings

- Connections to community and waterfront greatly improve accessibility and assist in meeting park amenity expectations
- Perimeter pathway system (3km) would assist in meeting destination park objectives
- Network could assist in maintaining access to park amenities during Fair and special events

Emerging directions

- Perimeter trail and improvements to Renfrew St. can proceed to near-term implementation (short-term win)
- North/South and East/West connections depend on Racecourse and Playland timing, but improved interim connections are possible

Public response

- Strong support for improved connections to and within the park
- Ranked highest in priority question



Park Greening

Conceptual Design of Daylighted Stream



Learnings

- Stream and corridor would provide strong connection to waterfront
- Stream is highly held component from Restoration Plan
- Stream would assist in stormwater management, habitat objectives and overall park greening

Emerging directions

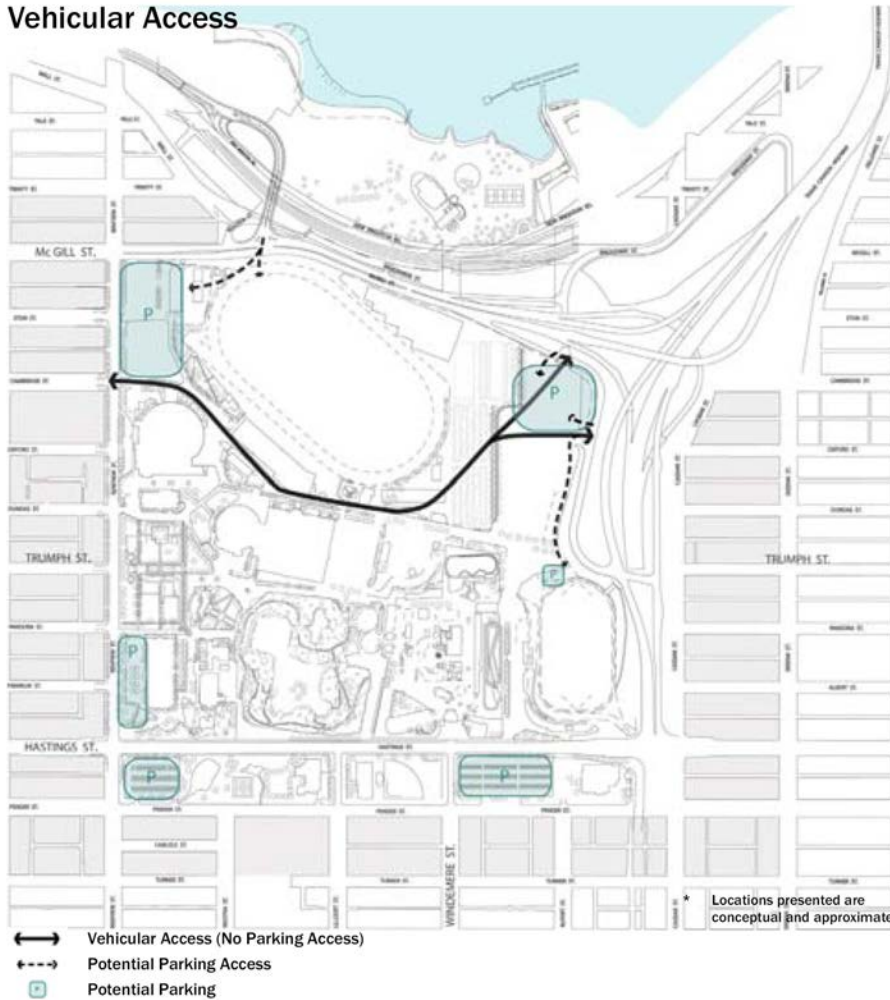
- Implementation would depended on Racecourse barn configuration and redevelopment plans

Public response

- Strong support for sustainability initiatives
- Priority question: Daylighted stream ranked high (#2, tied with new and upgraded buildings)

Parking and Access

Vehicular Access



Public response

- Moderate majority support for parking and access improvements
- Ranked middle in priority question

Learnings

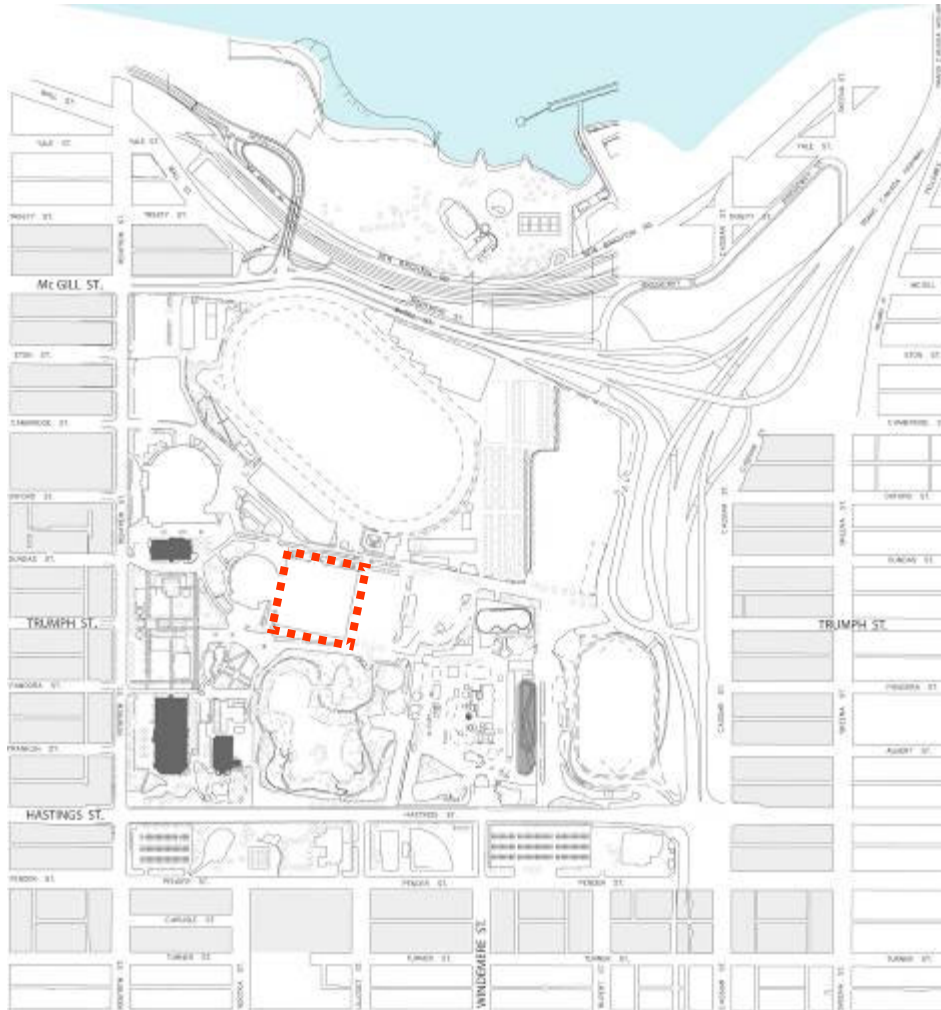
- Consolidation of parking to north frees up area for park and makes south park space into a pedestrian realm (significant way to increase park space)
- On site parking essential to operation of Fair, Coliseum and other events
- PNE relies on parking revenues
- Private partnership in parking not profitable
- Near/mid term transit improvement unlikely
- Single access road would serve as 'back of house' for loading/unloading

Emerging directions

- Immediate opportunity to bring the directions of the Master Plan into discussions with Racecourse for potential short term implementation
- Costs of parking structure vary depending on assumptions for fitting structure into site and Renfrew streetscape and associated view impacts



Heritage Buildings



- Historic Building with Heritage Designation
- Existing Wooden Rollercoaster to be Retained

Learnings

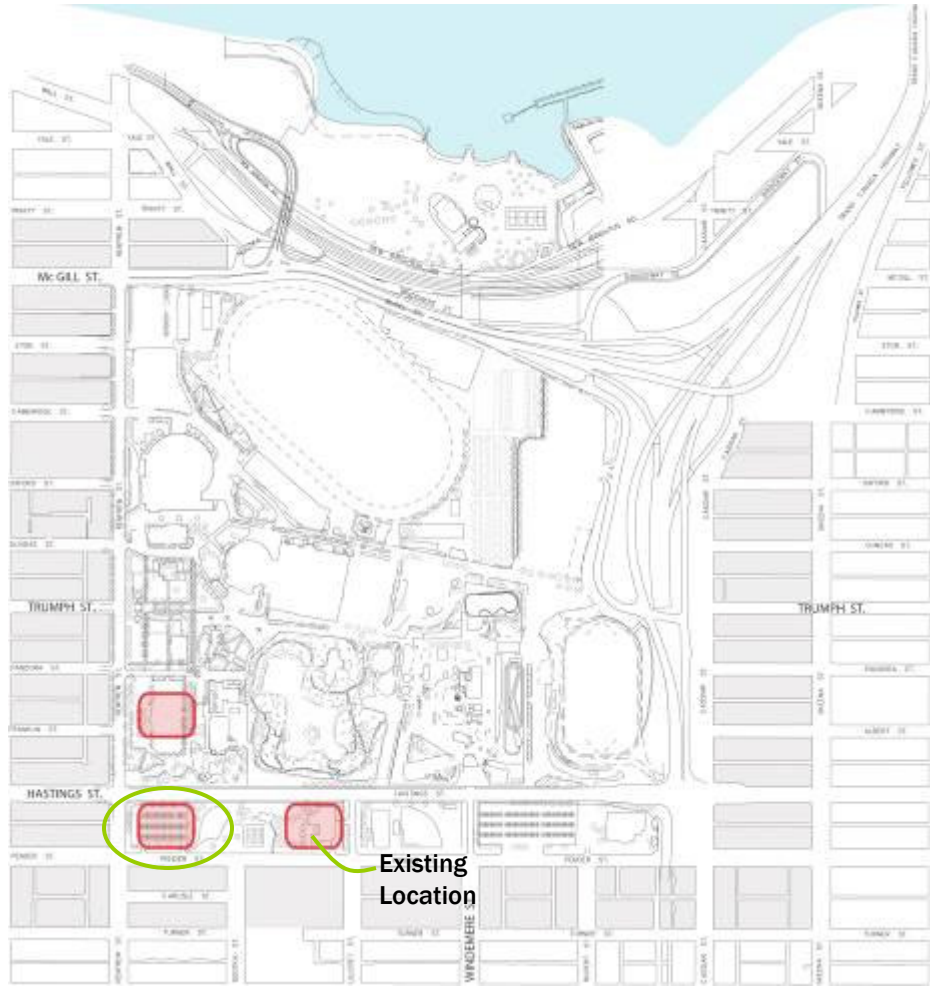
- Forum and Rollerland are key buildings for the PNE Fair, especially in shorter term
- Forum, Rollerland, Garden and Livestock Building all have demand for community, arts and cultural use
- Garden Auditorium suits the needs of arts and cultural groups
- All buildings have experienced years of deferred maintenance and need repairs to roofs, windows and other building elements



Emerging directions

- Retain Forum and Rollerland as flat floor buildings in interim
- Explore expanded and more secure arts and cultural use of Garden Auditorium
- Retain the Rollercoaster
- Renovate the Livestock Building for flexible use but not year-round climate control



Hastings Community Centre Location



-  Alternative Locations Illustrated in Public Open Houses
-  Recommended Location

Learnings

- New Community Centre has potential to anchor Hastings Community Park and create gateway building
- Community Centre is key new program element that can function well south of Hastings Street
- Forum is key to operations of PNE especially until new flexible flat floor space can be added
- Hastings Community Centre currently gets revenues from parking lot at corner of Renfrew and Hastings (\$250,000 annually) that could be replaced with a new parking lot on the current building site

Emerging directions

- Location on southeast corner of Hastings and Renfrew as Plan recommendation

New Flexible Building Space



Public response

- Response is fairly equal between adding a new building and just upgrading Livestock Building
- Priority question: new building second to pedestrian/bicycle improvements, tied with daylighted stream

Learnings

- Decline in attendance from previous levels coincided with loss of previous flexible interior space (200K), parking, and Fair site area
- Replacement space would expand site's ability to house commercial, rental and seasonal special events, including a Winterfest, and address bad weather conditions
- Available market demand for increased usage of improved modern flexible interior space
- New facilities would provide greater economic stability for year-round performance of the PNE
- 150K gross (120K net) would meet PNE space requirements
- Confidence in the location provides sufficient space and flexibility for ultimate design solution
- New facility is a revenue source but has only partial ability to provide self-funded capital

Emerging directions

- Reserve site for potential longer-term implementation
- Minimal site improvements in the interim
- Include range of ideas in Master Plan pending detailed review when implementation initiated
- Livestock Building retrofit in near term



Expansion and Greening of Playland



Learnings

- Playland has clear market potential to achieve higher revenue production through careful renewal and expansion program
- Playland upgrades benefit both annual fair and seasonal operations
- Playland is a revenue source and is largely self-funding of its capital requirement
- Perimeter should remain secure
- Finding a private company to invest and operate is unlikely

Emerging directions

- Higher priority for implementation than new PNE Building with relatively modest capital investment
- Stand-alone operation with strong revenue potential

Public response

- *Strong majority support for expansion and greening of Playland*



Options for Park Space and Playland



Option 1



Option 2

Public response

- Response was split between two options
- Priority question: Playland relocation and creation of Festival Meadow ranked lowest

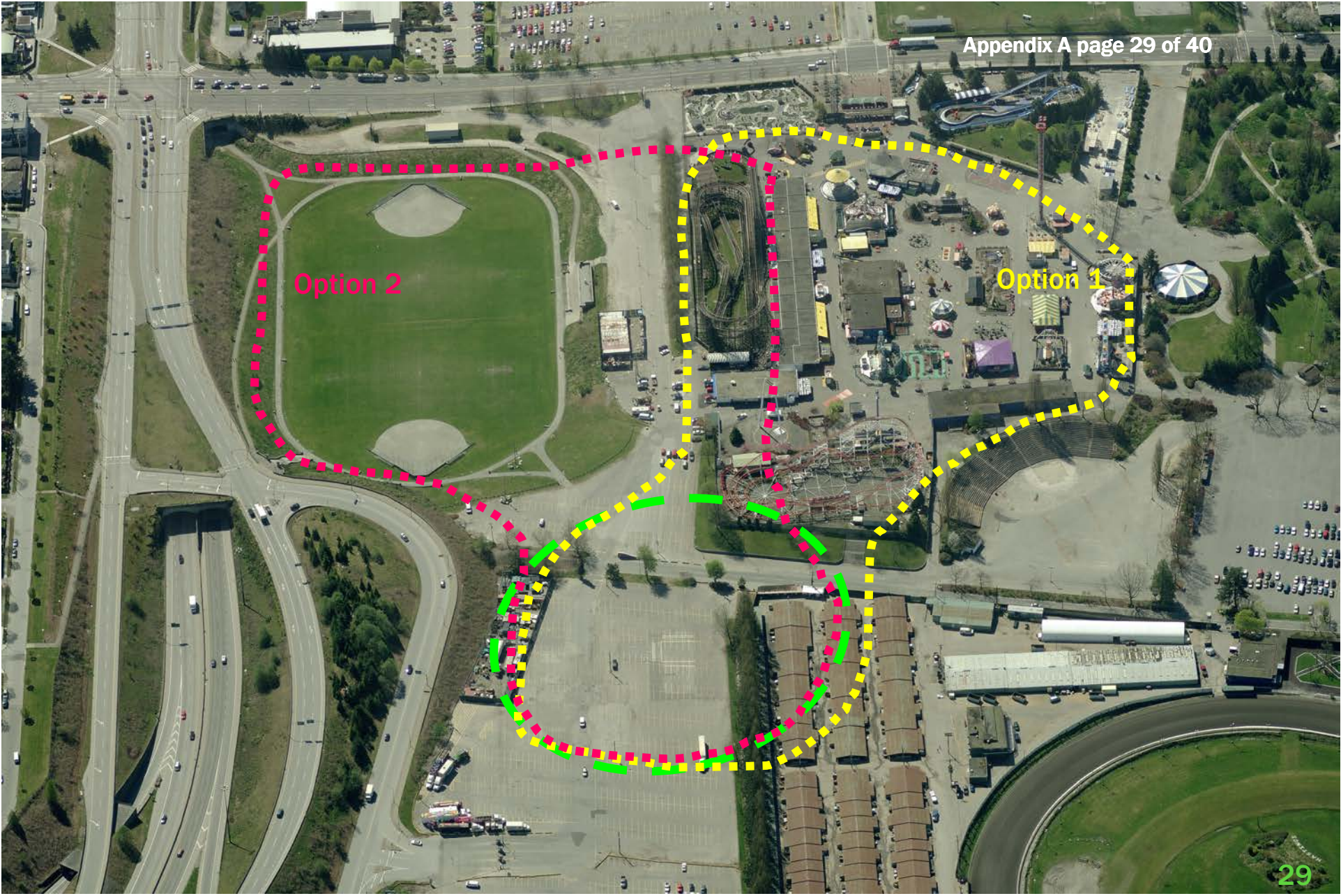
Learnings

Appendix A page 28 of 40

- Option 1 is substantially less expensive
- Option 2 has substantial park integration benefits and substantial costs
Performance of Playland is not dependent on location, either location will produce modest increase in operating revenue
- Constraints and opportunities with both proposed Playland locations

Emerging directions

- Growth area allocation is 30% for greening
- Playland is expanded to realize market potential
- Configuration has been narrowed to two location options



Comparison of Options 1 and 2 for Playland

Option 1 Playland remains on Windermere Hill	Option 2 Playland moves Empire Field Festival Meadow created on Windermere Hill
--	--

Advantages

- | | |
|--|---|
| <ul style="list-style-type: none"> • No relocation costs • Potential for incremental growth in stages, allowing response to market conditions and funding availability • Incremental changes could be readily implemented during closed seasons • Retains Empire Fields and their references to history without change • Utilizes existing infrastructure | <ul style="list-style-type: none"> • Creates a larger contiguous park space • Creates a Festival Meadow with potential for modest additional revenue from events and for fair programming as well as a much wider range of year-round park activities |
|--|---|

Disadvantages

- | | |
|---|---|
| <ul style="list-style-type: none"> • Empire Fields remain separated from the balance of open space on site with only opportunity to improve connection limited to widened connection along Hastings Street | <ul style="list-style-type: none"> • Higher overall cost with no significant increase in revenue potential • Sports fields must be replaced, either within Racecourse or in nearby park possibly as artificial turf • May require full capital investment and that all work be done in one stage • Further study of soil conditions on Empire Fields needed to assess compatibility for ride installation • If used for fair programming, meadow would be unavailable to public during fair period, unlike Empire Fields during fair now |
|---|---|

Public response

- *Response was split between two options*
- *Priority question: Playland relocation and creation of Festival Meadow ranked lowest*



Master Plan Strategy Summary

Park Improvements including: greenways and paths, overpass, stream daylighting, open space redevelopment	Phased approach through DCLs, Hastings Park Reserve (Racecourse contributions), and/or capital plan funding; greenways funded through Greenways program, stormwater improvements through Utility Funding.
Windermere Hill and amphitheatre upgrades	Improvements through DCLs, Hastings Park Reserve, and/or capital plan funding; timed if and after Playland moves to Empire Fields
Playland	<ul style="list-style-type: none"> - Detailed business plan to seek debt financing by City; business plan to consider participation of partner(s) in special projects as part of the redevelopment (e.g. Big Wheel, destination restaurants, major new ride sponsorships) - Differential cost of move to Empire Fields (estimated at \$18M including upgrades to Windermere Hill meadow and field replacement) would be funded as park acquisition / park improvement - Specific timeframe for decision to move onto Empire Fields then implement Option 1 (staying in place with phased upgrades) so as not to put process on hold for long
Forum and Rollerland	Remain in PNE operation as essential flat floor space during fair; explore more community use other times to animate park
Garden Auditorium	Explore long-term lease with community use; programmed during PNE fair with commitments in lease agreement
Hastings Community Centre	Recommend new location at southeast corner of Renfrew and Hastings; review use of old centre as arts incubator
Livestock Building	Renovate with features for both PNE fair and other user groups using heritage building upgrade funds for basic elements (roof, windows) and PNE / City funds for PNE and community use elements (large roll-up doors etc.)
Festival Plaza	Upgrade at same time as Livestock Building using park improvement funds as a public open space with facilities for both PNE and festivals
Administration Building	Mid-range timeframe for demolition and rebuilding as annex to Coliseum
Renfrew Street	Work with City for desired design approach for near-term implementation
New Flat Floor Space	Reserve site for potential longer-term implementation; minimal site improvements in the interim; include range of ideas in master plan pending detailed review when implementation initiated
Parking	Introduce structured parking in participation with Racecourse; potential private partnership; Capital Plan



PNE Preliminary Business Plan – Stable Year (2009\$)

Current Operations

	Current	
	Attendance	NOI ¹
Fair		
PNE	800,000	\$5,500,000
Spring/Fall Fests		
Winterfest		
Total	800,000	\$5,500,000
Playland		
Reg Season	325,000	
Fright Night	80,000	
Total	405,000	\$4,200,000
Other Non-Fair		
Festivals (covered)		
Festivals (meadow) ²		
Other General		
Forum		\$300,000
Total		\$300,000
Revenues ³		\$10,000,000
Indirect Expenses ⁴		\$10,000,000
Net Operating Income⁵		\$0

NOI (Net Operating Income) figures represent direct net revenues by business unit

Expenses represent indirect operating expenses reflecting the PNE as a break-even operation

NOI – Historical Comparison

year	NOI	% of Gross Revenue
2001	\$55k	1.8%
2002	\$515k	1.5%
2003	\$3.1m	10.7%
2004	\$590k	1.7%
2005	\$2.0m	4.6%
2006	\$1.8m	4.0%
2007	(\$605K)	-1.3%
2008	NA	

- ¹ Current PNE Operations on Net Basis
- ² Could increase by \$50,000 if Playland is relocated to Empire Fields
- ³ Direct Net Revenues to the PNE
- ⁴ PNE Corporate, maintenance, and other indirect expenses
- ⁵ New net income to the PNE

PNE Preliminary Business Plan – Stable Year (2009\$)

1. Renovated Playland Only

	Current		Renovated Playland Only	
	Attendance	NOI ¹	Attendance	NOI
Fair				
PNE	800,000	\$5,500,000	825,000	\$5,700,000
Spring/Fall Fests				
Winterfest				
Total	800,000	\$5,500,000	825,000	\$5,700,000
Playland				
Reg Season	325,000		475,000	\$6,300,000
Fright Night	80,000		120,000	\$1,100,000
Total	405,000	\$4,200,000	595,000	\$7,400,000
Other Non-Fair				
Festivals (covered)				
Festivals (meadow) ²				
Other General				
Forum		\$300,000		\$300,000
Total		\$300,000		\$300,000
Revenues ³		\$10,000,000		\$13,400,000
Indirect Expenses ⁴		\$10,000,000		\$10,700,000
Net Operating Income⁵		\$0		\$2,700,000
Est. Capital Costs ⁶				\$36,500,000

Increase Fair attendance

Increase Playland regular season, and Fright Night attendance

Increased per capita spending

Forum revenues remain constant

Increase in indirect operating expenses by 7 percent

¹ Current PNE Operations on Net Basis

² Could increase by \$50,000 if Playland is relocated to Empire Fields

³ Direct Net Revenues to the PNE

⁴ PNE Corporate, maintenance, and other indirect expenses

⁵ New net income to the PNE

⁶ ROM estimates - excludes any parking or open space costs \$78.4M

PNE Preliminary Business Plan – Stable Year (2009\$)

2. Renovated Playland with Renovated Livestock Building (mixed use)

	Current		Renovated Playland with Renovated Livestock Building	
	Attendance	NOI ¹	Attendance	NOI
Fair				
PNE	800,000	\$5,500,000	850,000	\$6,000,000
Spring/Fall Fests			60,000	\$600,000
Winterfest				
Total	800,000	\$5,500,000	910,000	\$6,600,000
Playland				
Reg Season	325,000		475,000	\$6,300,000
Fright Night	80,000		120,000	\$1,100,000
Total	405,000	\$4,200,000	595,000	\$7,400,000
Other Non-Fair				
Festivals (covered)				\$40,000
Festivals (meadow) ²				\$30,000
Other General				\$400,000
Forum		\$300,000		\$300,000
Total		\$300,000		\$770,000
Revenues ³		\$10,000,000		\$14,800,000
Indirect Expenses ⁴		\$10,000,000		\$12,000,000
Net Operating Income⁵		\$0		\$2,800,000
Est. Capital Costs ⁶				\$79,000,000

Increase Fair attendance

Add Spring / Fall Festivals

Increase Playland regular season, and
Fright Night attendance

Increase per capita spending

Added festivals (covered and
meadow)

Forum revenues remain constant

Increase in overall operating
expenses by 20 percent

¹ Current PNE Operations on Net Basis

² Could increase by \$50,000 if Playland is
relocated to Empire Fields

³ Direct Net Revenues to the PNE

⁴ PNE Corporate, maintenance, and other
indirect expenses

⁵ New net income to the PNE

⁶ ROM estimates - excludes any parking or
open space costs \$78.4M



PNE Preliminary Business Plan – Stable Year (2009\$)

3. Renovated Playland with Renovated Livestock Building (mixed use) + New Flat Floor Building

	Current		Renovated Playland with Renovated Livestock Building + New Flat Floor Bldg*	
	Attendance	NOI ¹	Attendance	NOI
Fair				
PNE	800,000	\$5,500,000	1,000,000	\$9,200,000
Spring/Fall Fests			90,000	\$1,000,000
Winterfest			150,000	\$600,000
Total	800,000	\$5,500,000	1,240,000	\$10,800,000
Playland				
Reg Season	325,000		475,000	\$6,300,000
Fright Night	80,000		120,000	\$1,100,000
Total	405,000	\$4,200,000	595,000	\$7,400,000
Other Non-Fair				
Festivals (covered)				\$75,000
Festivals (meadow) ²				\$30,000
Other General				\$600,000
Forum		\$300,000		\$200,000
Total		\$300,000		\$905,000
Revenues ³		\$10,000,000		\$19,100,000
Indirect Expenses ⁴		\$10,000,000		\$13,300,000
Net Operating Income⁵		\$0		\$5,800,000
Est. Capital Costs ⁶				\$125,700,000

Increase Fair attendance by 200,000

Add Spring / Fall Festivals

Add Winterfest

Increase Playland regular season, and Fright Night attendance

Increase per capita spending

Forum revenues reduce

Increase in overall operating expenses by 33 percent

*New FF building option is assumed at 150,000 gross square feet (120,000 net)

¹ Current PNE Operations on Net Basis

² Could increase by \$50,000 if Playland is relocated to Empire Fields

³ Direct Net Revenues to the PNE

⁴ PNE Corporate, maintenance, and other indirect expenses

⁵ New net income to the PNE

⁶ ROM estimates - excludes any parking or open space costs \$78.4M



PNE Preliminary Business Plan – Stable Year (2009\$)

	Current		1. Renovated Playland Only		2. Renovated Playland with Renovated Livestock Building		3. Renovated Playland with Renovated Livestock Building + New Flat Floor Building ⁷	
	Attendance	NOI ¹	Attendance	NOI	Attendance	NOI	Attendance	NOI
Fair								
PNE	800,000	\$5,500,000	825,000	\$5,700,000	850,000	\$6,000,000	1,000,000	\$9,200,000
Spring/Fall Fests					60,000	\$600,000	90,000	\$1,000,000
Winterfest							150,000	\$600,000
Total	800,000	\$5,500,000	825,000	\$5,700,000	910,000	\$6,600,000	1,240,000	\$10,800,000
Playland								
Reg Season	325,000		475,000	\$6,300,000	475,000	\$6,300,000	475,000	\$6,300,000
Fright Night	80,000		120,000	\$1,100,000	120,000	\$1,100,000	120,000	\$1,100,000
Total	405,000	\$4,200,000	595,000	\$7,400,000	595,000	\$7,400,000	595,000	\$7,400,000
Other Non-Fair								
Festivals (covered)						\$40,000		\$75,000
Festivals (meadow) ²						\$30,000		\$30,000
Other General						\$400,000		\$600,000
Forum		\$300,000		\$300,000		\$300,000		\$200,000
Total		\$300,000		\$300,000		\$770,000		\$905,000
Revenues ³		\$10,000,000		\$13,400,000		\$14,800,000		\$19,100,000
Indirect Expenses ⁴		\$10,000,000		\$10,700,000		\$12,000,000		\$13,300,000
Net Operating Income ⁵		\$0		\$2,700,000		\$2,800,000		\$5,800,000
Estimated Capital Costs ⁶				\$36,500,000		\$79,000,000		\$125,700,000

¹ Current PNE Operations on Net Basis

² Could increase by \$50,000 if Playland is relocated to Empire Fields

³ Direct Net Revenues to the PNE

⁴ PNE Corporate, maintenance, and other indirect expenses

⁵ New net income to the PNE

⁶ ROM estimates - excludes any parking or open space costs \$78.4M

⁷ New building option is assumed at 150,000 gross square feet (120,000 net)



ROM Cost Plan

Summary

	Non-PNE Revenue Operations Improvements	PNE Revenue Operations Improvements	Comments
Playland	\$ -	\$ 36,500,000	Stay in Windermere Hill Location with Greening + Expansion to meet demand
PNE Facilities	\$ -	\$ 89,100,000	
		\$ 40,600,000	Rehab Ex. Bldgs including Livestock Barn, Agrodome, Forum, Rollerland and Garden Auditorium. Replace Admin, BoH upgrades. In absence of new space, upgrades to LB are to aid in improved shoulder season use with programmatic upgrades, with modest impact revenue.
		\$ 48,500,000	Replace lost Exhibition Space, add new Amphitheatre to benefit of increased potential for year round uses and increased attendance
Public Open Space	\$ 46,400,000	\$ -	Connections, Stream, Greenways, Open Space Improvements including Festival areas and - Infrastructure. Removal of Parking South of Miller.
Parking	\$ 32,000,000	\$ -	- NW corner Parkade (Base Cost - Above Grade)
Sub-Totals	\$ 78,400,000	\$ 125,600,000	
Total	\$204,000,000		



ROM Cost Plan

w/option variances

	Non-PNE Revenue Operations Improvements	PNE Revenue Operations Improvements	Potential Cost Variations from Base (discretionary options)	Comments
Playland	\$ -	\$ 36,500,000		Stay in Windermere Hill Location with Greening + Expansion to meet demand
			\$ (5,500,000.00)	Potential savings associated with Fair only import of additional rides - result will be no increase in capacity during Playland seasonal operations, no attendance/revenue increase
PNE Facilities	\$ -	\$ 89,100,000		
		\$ 40,600,000		Rehab Ex. Bldgs including Livestock Barn, Agrodome, Forum, Rollerland and Garden Auditorium. Replace Admin, BoH upgrades. In absence of new space, upgrades to LB are to aid in improved shoulder season use with programmatic upgrades, with modest impact revenue.
		\$ 48,500,000		Replace lost Exhibition Space, add new Amphitheatre to benefit of increased potential for year round uses and increased attendance
			\$ 19,271,000.00	Convert Livestock Barns to fully Flat Floor, Demo Agrodome, Add Community Ice to Forum if Agrodome Demolished, Cover 2,500 seats at Amphitheatre
			\$ (8,960,000.00)	Credit if Livestock Barns partially deconstructed and convert to partial shade cover only - not desirable w/reduced new space.
Public Open Space	\$ 46,400,000	\$ -		Connections, Stream, Greenways, Open Space Improvements including Festival areas and Infrastructure. Removal of Parking South of Miller.
			\$ 18,050,000.00	Playland relocation to Empire Fields - benefits park open space configuration, with no increase in revenue potential. Includes Increase in cost to relocate Playland, new field construction in track infield, and Meadow construction.
			\$ 5,150,000.00	Optional tunnel to infield sports fields, additional/variable open space improvements, optional increased Festival infrastructure, Hastings Street crossing improvements
Parking	\$ 32,000,000	\$ -		NW corner Parkade (Base Cost - Above Grade)
			\$ 38,500,000.00	Provision of u/g parking below new Flat Floor structure to satisfy increased demand, or additional spaces provided in Parkade.
			\$ 24,000,000.00	Variability in structured parking cost for 1,600 sp NE structure pending (to high end of range)
			\$ (24,000,000.00)	Savings if surface parking of similar base capacity provided instead of Parkade.
Sub-Totals	\$ 78,400,000	\$ 125,600,000		
Total	\$204,000,000			



Year	Potential Timing of Non PNE Revenue Improvements	Potential Timing of Revenue Improvements	Capital Investment for Year	Capital Investment on Revenue Items	NOI Increase vs. Current Stable Year	Aggregate Capital Investment	Aggregate Investment on Revenue Items	Aggregate Income over Current Stable Year Rate	% of Gross Investment Returned	% of Investment on Revenue Items Returned	
Key											
	Description Assoc. Rev. Inc. (at Compl.)	Capital Cost/yr.	Description Assoc. Rev. Inc. (at Compl.)	Capital Cost/yr.							
1	Perimeter Trail + Improved Connections \$ 3,100,000		Playland Upgrades, Greening + Expansion \$ 5,250,000								
2	Green Connection to Empire Fields along Hastings \$ 1,000,000										
3	Horse Barn Relocation (HR) \$ -										
4	Infrastructure for Festival Use \$ 1,500,000										
5	Temporary Surface Parking Implementation North of Miller \$ -										
6	Festival Plaza+ Festival Row \$ 10,000,000										
7	Removal of roads + parking south of Miller and greening \$ 7,650,000										
8	\$ 8,000,000										
9	Edge Improvements North Side of Sanctuary \$ 2,000,000										
10	Pedestrian/bike overpass to New Brighton \$ 7,500,000										
11	Daylighted Stream connection to Burrard Inlet \$ 3,000,000										
12	N/S, E/W Greenways \$ 1,650,000										
13	Allee Improvements \$ 1,000,000										
14			Programmatic Upgrades to Garden Auditorium, Forum, Agrodome + Rollerland \$ 3,417,600								
15											
16											
17											
18	Consolidation of Parking - Parking Structure \$ 12,000,000										
19	\$ 10,000,000										
20	\$ 10,000,000										
\$ 78,400,000			\$ 125,600,000			\$ 204,000,000		\$ 125,600,000		\$ 95,300,000	
									46.72%	75.88%	

Scenario A

Cumulative Revenue associated with Revenue Operation Enhancements. % of Gross Investment Returned % of Investment on Revenue Items Returned

Year	Timing of Non PNE Revenue Improvements		Potential Timing of Revenue Improvements		Capital Investment for Year	Capital Investment on Revenue Items	NOI Increase vs. Current Stable Year	Aggregate Capital Investment	Aggregate Investment on Revenue Items	Aggregate Income over Current Stable Year Rate	% of Gross Investment Returned	% of Investment on Revenue Items Returned
Key	Description	Capital Cost/yr.	Description	Capital Cost/yr.								
	Assoc. Rev. Inc. (at Compl.)		Assoc. Rev. Inc. (at Compl.)									
1	Perimeter Trail + Improved Connections	\$ 3,100,000	Playland Upgrades, Greening + Expansion	\$ 8,500,000	\$ 11,600,000	\$ 8,500,000	\$ 11,600,000	\$ 8,500,000				
									\$ 600,000	\$ 600,000	5.17%	7.06%
2	Green Connection to Empire Fields along Hastings	\$ 1,000,000		\$ 4,000,000	\$ 5,000,000	\$ 4,000,000	\$ 16,600,000	\$ 12,500,000				
									\$ 900,000	\$ 1,500,000	9.04%	12.00%
3	Horse Barn Relocation (HR)			\$ 300,000	\$ 8,000,000	\$ 8,000,000	\$ 24,600,000	\$ 20,500,000				
									\$ 1,500,000	\$ 3,000,000	12.20%	14.63%
4	Consolidation of Parking - Parking Structure	\$ 12,000,000		\$ 4,000,000	\$ 16,000,000	\$ 4,000,000	\$ 40,600,000	\$ 24,500,000				
									\$ 1,800,000	\$ 4,800,000	11.82%	19.59%
5		\$ 10,000,000		\$ 8,000,000	\$ 18,000,000	\$ 8,000,000	\$ 58,600,000	\$ 32,500,000				
									\$ 2,400,000	\$ 7,200,000	12.29%	22.15%
6		\$ 10,000,000		\$ 4,000,000	\$ 14,000,000	\$ 4,000,000	\$ 72,600,000	\$ 36,500,000				
									\$ 2,700,000	\$ 9,900,000	13.64%	27.12%
7	Festival Plaza+ Festival Row	\$ 10,000,000			\$ 13,721,000	\$ 3,721,000	\$ 86,321,000	\$ 40,221,000				
									\$ 2,700,000	\$ 12,600,000	14.60%	31.33%
8	Infrastructure for Festival Use	\$ 1,500,000			\$ 5,221,000	\$ 3,721,000	\$ 91,542,000	\$ 43,942,000				
									\$ 2,700,000	\$ 15,300,000	16.71%	34.82%
9	Removal of roads + parking south of Miller and greening	\$ 7,650,000			\$ 9,810,000	\$ 2,160,000	\$ 101,352,000	\$ 46,102,000				
									\$ 2,700,000	\$ 18,000,000	17.76%	39.04%
10		\$ 8,000,000			\$ 8,000,000	\$ -	\$ 109,352,000	\$ 46,102,000				
									\$ 2,700,000	\$ 20,700,000	18.93%	44.90%
11	Edge Improvements North Side of Sanctuary	\$ 2,000,000	Retrofit of Livestock Building	\$ 8,030,000	\$ 10,030,000	\$ 8,030,000	\$ 119,382,000	\$ 54,132,000				
									\$ 2,700,000	\$ 23,400,000	19.60%	43.23%
12	Pedestrian/bike overpass to New Brighton	\$ 7,500,000		\$ 8,030,000	\$ 15,530,000	\$ 8,030,000	\$ 134,912,000	\$ 62,162,000				
									\$ 2,800,000	\$ 26,200,000	19.42%	42.15%
13	Daylighted Stream connection to Burrard Inlet	\$ 3,000,000			\$ 6,417,600	\$ 3,417,600	\$ 141,329,600	\$ 65,579,600				
									\$ 2,800,000	\$ 29,000,000	20.52%	44.22%
14	N/S, E/W Greenways	\$ 1,650,000			\$ 5,067,600	\$ 3,417,600	\$ 146,397,200	\$ 68,997,200				
									\$ 2,800,000	\$ 31,800,000	21.72%	46.09%
15	Allee Improvements	\$ 1,000,000			\$ 4,417,600	\$ 3,417,600	\$ 150,814,800	\$ 72,414,800				
									\$ 2,800,000	\$ 34,600,000	22.94%	47.78%
16					\$ 3,417,600	\$ 3,417,600	\$ 154,232,400	\$ 75,832,400				
									\$ 2,800,000	\$ 37,400,000	24.25%	49.32%
17					\$ 3,417,600	\$ 3,417,600	\$ 157,650,000	\$ 79,250,000				
									\$ 2,800,000	\$ 40,200,000	25.50%	50.73%
18			New Large FF Building	\$ 16,350,000	\$ 16,350,000	\$ 16,350,000	\$ 174,000,000	\$ 95,600,000				
									\$ 2,800,000	\$ 43,000,000	24.71%	44.98%
19				\$ 15,000,000	\$ 15,000,000	\$ 15,000,000	\$ 189,000,000	\$ 110,600,000				
									\$ 2,800,000	\$ 45,800,000	24.23%	41.41%
20				\$ 15,000,000	\$ 15,000,000	\$ 15,000,000	\$ 204,000,000	\$ 125,600,000				
				\$ 3,000,000			\$ 5,800,000		\$ 51,600,000		25.29%	41.08%
		\$ 78,400,000		\$ 125,600,000	\$ 204,000,000	\$ 125,600,000	\$ 51,600,000			25.29%	41.08%	

Scenario B

Cumulative Revenue associated with Revenue Operation Enhancements. % of Gross Investment Returned % of Investment on Revenue Items Returned

Hastings Park/PNE Master Plan



PUBLIC CONSULTATION SUMMARY AUGUST - OCTOBER 2009

The initial Public Consultation phase of the Hastings Park/PNE Master Plan was held between August and November 2009. During this time, feedback from the public was received in several ways: open houses; small focus group workshops with youth, seniors, and multicultural groups; and roundtable discussions with Vancouver's cultural, events, and sports community. The following section describes in detail the format and feedback from these different types of public consultation sessions.

Open Houses:

The Hastings Park/PNE Master Plan public consultation included seven multi-day open houses. Ten display panels, questionnaires, and pamphlets were available at the open houses, and staff were present to engage the public and answer questions. Over 250 questionnaires were completed, of those, 120 were handed-in at the open houses and 130 were submitted on-line.

The open houses were widely advertised across Vancouver using a variety of mediums such as posters, banners, pamphlets, website, list-serves, and Courier ads (see Appendix 1 for list of advertising mediums, locations, and graphics). Some materials were available in Chinese.

Open House Dates and Locations:

Date	Time	Location
Aug. 26 & 27, 2009	11 am - 7 pm	Hastings at Slocan
Aug. 29 & 30, 2009	11 am - 11 pm	PNE
Sept. 5 & 6, 2009	11 am - 11 pm	PNE
Sept. 21, 2009	12 pm - 8 pm	Central Library Branch
Sept. 24, 2009	11 am - 7 pm	Oakridge Centre
Sept. 28, 2009	4 pm - 8 pm	Commercial at Napier
Sept. 30, 2009	10 am - 7 pm	Sunset Community Centre
Oct. 3, 2009	11 am - 4 pm	Granville Island

Focus Group Workshops:

In June, 2009, Staff met with many groups at community centres and neighbourhood houses across Vancouver to introduce them to the Hastings Park/PNE Master Plan and to encourage them to attend the upcoming open houses. Later in Sept. and Oct., Staff returned to these groups to conduct mini-workshops. At each of these workshops, Staff gave a brief presentation covering of the open house panels. Staff then asked questions to the group (many of the same questions covered in the questionnaire). Responses and key comments from these focus group workshops are summarized in Appendix 2.

Introduction Sessions* and Focus Group Workshops:

Date	Group	Location	Attendance
*July 9, 2009	Youth	Frog Hollow Neighbourhood House	35
*July 10, 2009	Chinese Seniors and Families	Thunderbird Community Centre	60
*July 21, 2009	Seniors	Thunderbird Community Centre	20
*July 30, 2009	Chinese Seniors	Kiwassa Neighbourhood House	25
Sept. 23, 2009	Chinese seniors and families	Kiwassa Neighbourhood House	25
Sept. 24, 2009	Youth Council	Marpole-Oakridge Community Centre	15
Oct. 1 st , 2009	Youth	Frog Hollow Neighbourhood House	35

Roundtable Discussions with Cultural and Event Groups:

In October and November 2009, Staff conducted two roundtable discussion sessions, with 25 participants. The sessions invited local organizations from the performance, festival, event, and sports industry to give Staff feedback on the gaps, opportunities, and requirements for various indoor and outdoor venue spaces in Vancouver and potentially Hastings Park. Feedback from these sessions is summarized in Appendix 3.

Open House Questionnaire Responses:

The purpose of the open house questionnaire was to garner feedback on a variety of design ideas for the Hastings Park/PNE Master Plan. In particular staff were seeking the public's comments and support for:

- The draft vision for Hastings Park;
- The proposed sustainability goals;
- The proposed pedestrian and bike connections to and within the Park;
- The proposed transportation and parking strategy;
- Additional park space and the consolidation of park space
- The option to expand and relocate Playland;

- The range of option to renovate existing buildings or build a new building; and
- The prioritization of proposed key elements in the Master Plan.

After each question, the public was also given the opportunity to provide further comments. Comments rerecorded from the questionnaire were compiled and grouped into main themes. Although not representative of all comments, the summary provides a flavour for the most common comments (See Appendix 4). The full compilations of the comments are available in a binder at the City Clerk's Office.

The questionnaire responses are summarized below. It should be noted that although these results are meant to help inform the Master Plan process, these numbers are not statistically viable. Paper questionnaires were handed out at the open houses and only certain people chose to complete the questionnaire (many people preferred to verbally give us their feedback), the respondents are a self-selected cross-section of citizens from Vancouver and the Region. The total of tallied responses varies from question to question because either some questions were left blank or other questions were incorrectly filled out and therefore made invalid.

Figure 1: Respondents' Postal Codes

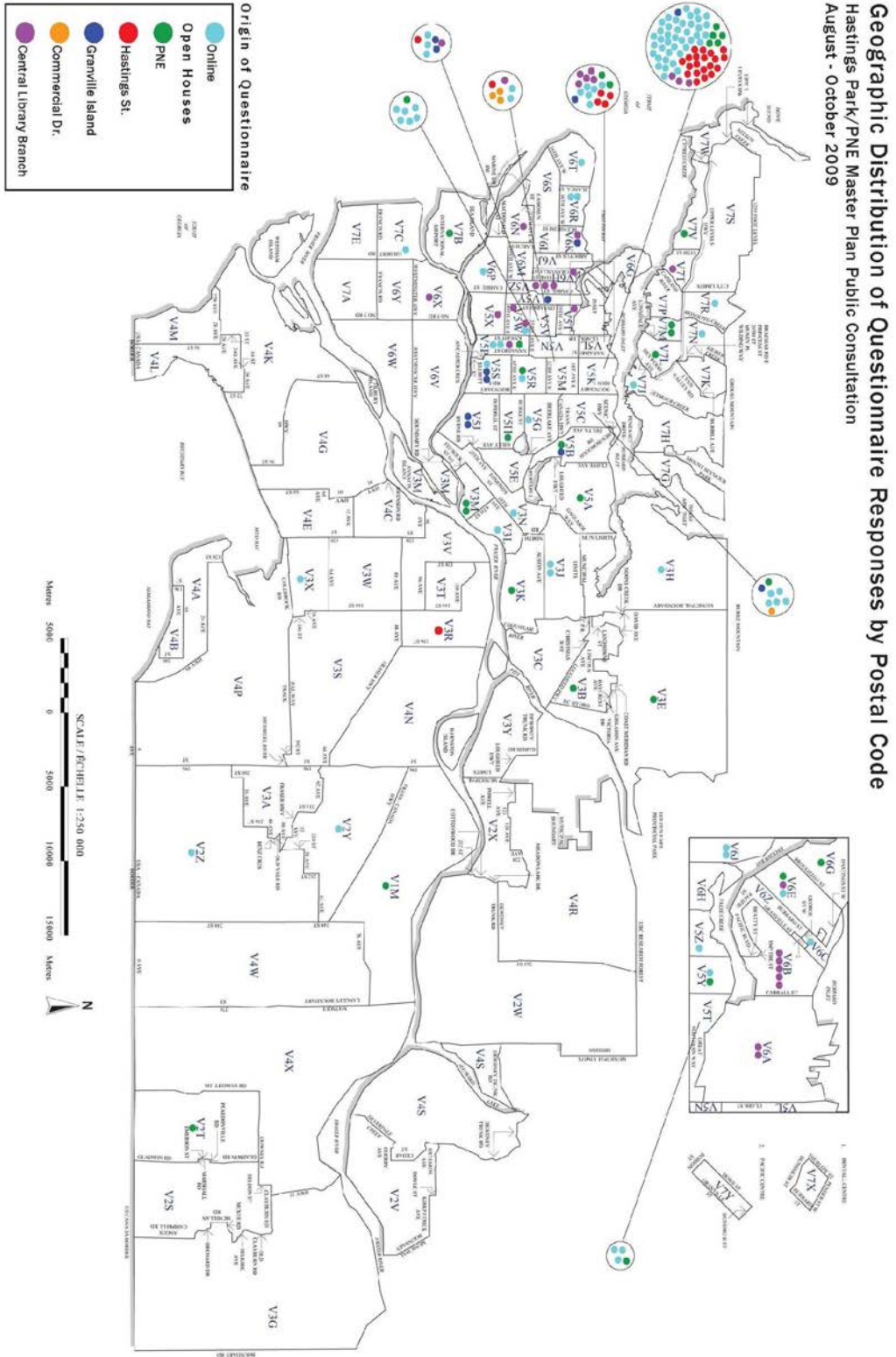


Figure 2:

Frequency of Visits to Hastings Park

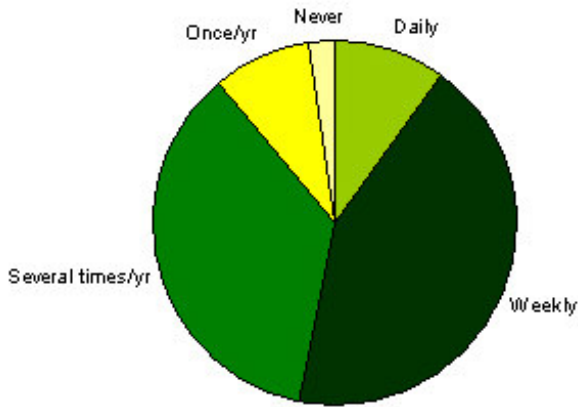
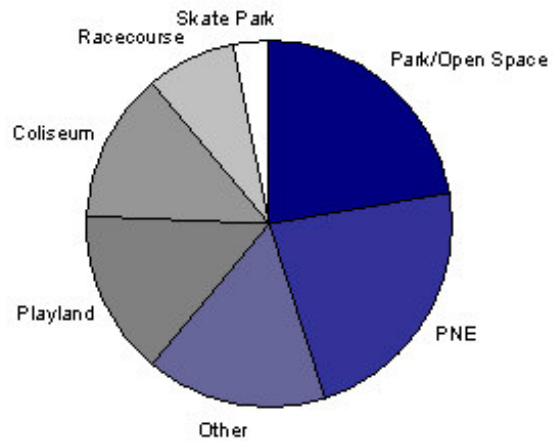


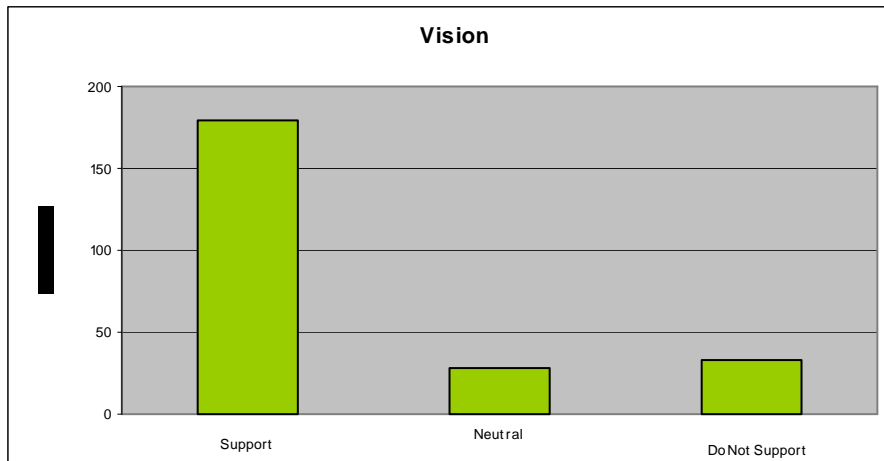
Figure 3:

Reasons for Visiting Hastings Park



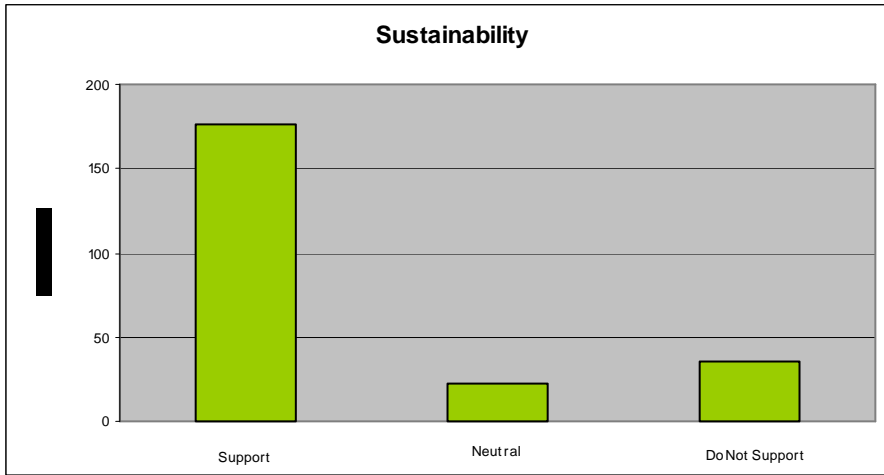
The demographics of those that completed the questionnaire included a concentration of people from Vancouver and Hastings-Sunrise Community but also from across the Lower Mainland (Figure 1). Most respondents visited Hastings Park either weekly or several times per year and the most common reasons people visited the Park, from greatest to least, was to enjoy the park/open space, PNE, Playland, Coliseum, Racecourse, and Skate Park (Figure 2 and 3).

The following graphs summarize the questions from the open house questionnaire. For each graph, the question is provided in the box to the right.

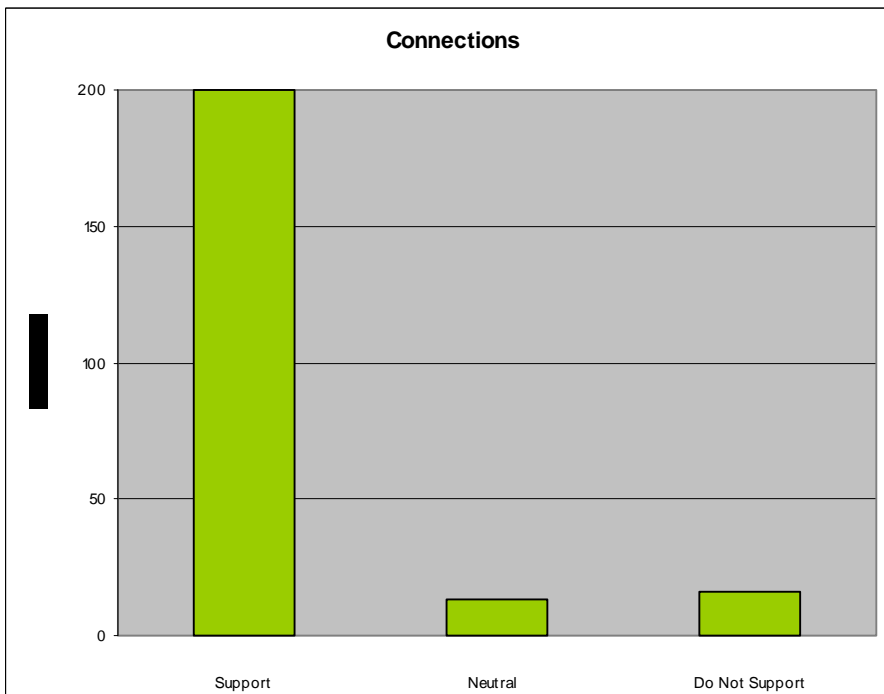


Question 1 (Panel 2):
Do you generally support the proposed vision statement for the Hastings Park/PNE Master Plan? Indicate your level of support.

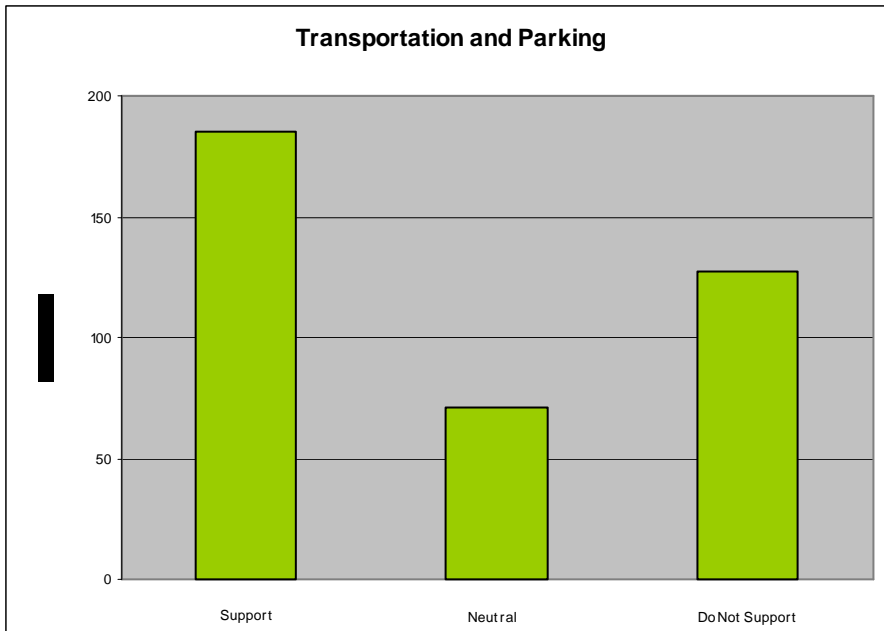
There was strong majority support for the proposed vision statement, sustainability goals, and connection ideas for the Hastings Park/PNE Master Plan. The majority support for the proposed transportation and parking plan.



Question 2 (Panel 3):
Do you generally agree with the proposed environmental, economic, and social sustainability ideas of the proposed Master Plan? Indicate your level of support.

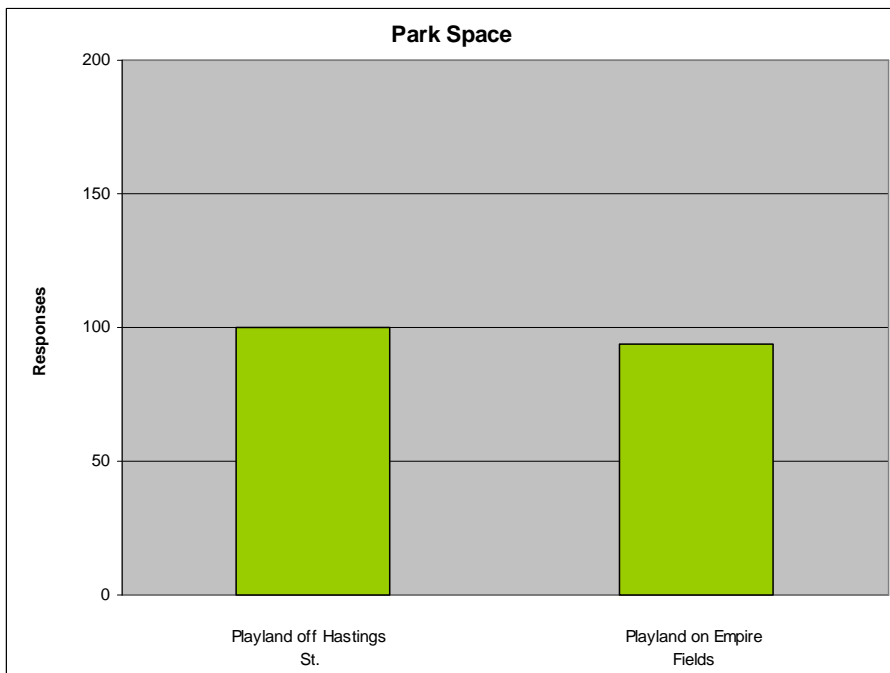


Question 3 (Panel 4):
Do you generally agree with ideas presented to improve pedestrian and bicycle connections to the park and within the park? Indicate your level of support.



Question 4 (Panel 5):

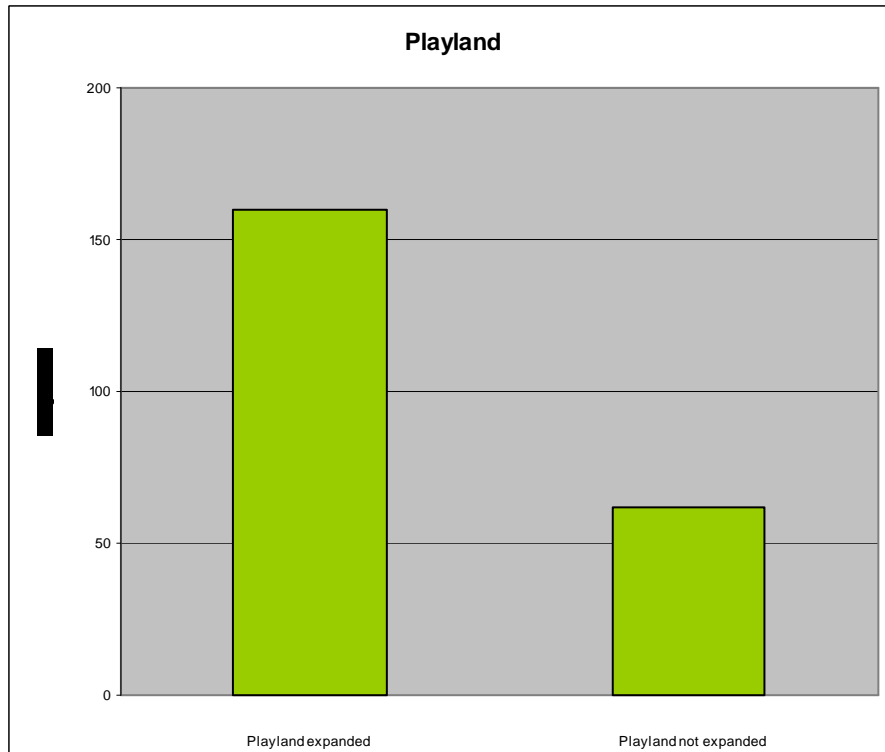
The Master Plan proposes to separate pedestrian traffic from vehicle traffic by restricting vehicles and parking to the north part of the site. Please indicate your level of support.



Question 5 (Panel 6):

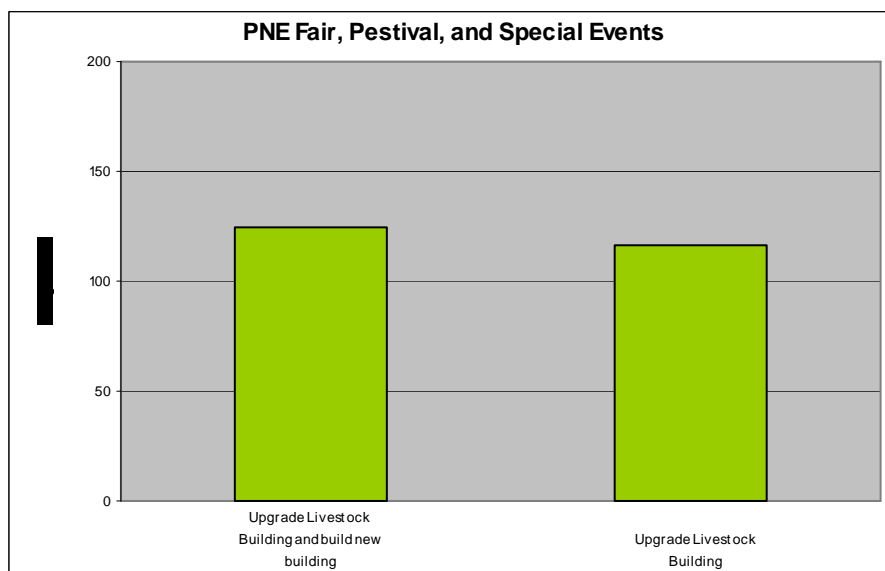
There are two options presented to better connect existing park space and to create more park space. One option is to have Playland pulled back from Hastings Street and another is to have Playland moved to Empire Fields. Which option do you prefer?

There was not clear support for either relocating Playland onto Empire Fields to create a Festival Meadow versus simply pulling Playland off of Hastings St. to create a green link between the Sanctuary and Empires fields.



Question 6 (Panel 7):
Do you support the expansion of Playland that is greened, enhanced, and fitted with new rides?

There was strong support to expand Playland in order to green, enhance, and provide Playland with new rides.



Question 7 (Panel 8):
To renew the PNE and its role in operating and maintaining Hastings Park there is a range of options. At the low end of the range, the Livestock Building would be renovated and at the top end of the range, the Livestock building would be upgraded plus a new building built. Which end of the range do you prefer?

There was no clear preference regarding the two options for how to renew the PNE Fair, festivals, and special events at Hastings Park: upgrading the Livestock Building versus upgrading the Livestock Building and building a new building.

Question 8:

The ideas for the Hastings Park Master Plan include significant changes in Hastings Park. Given that there are limited financial resources, please rank each item in order of importance for you from 1 to 5, 1 meaning highest priority and 5 meaning lowest priority.

Responses for Ideas Ranked in Order of Importance

Ideas/Priorities	1	2	3	4	5
New Community and PNE Building	48	17	22	42	42
Parking	17	37	51	34	31
Park Space and Playland's Relocation	24	27	27	37	64
Pedestrian/Bicycle Connections and Trail Network	63	61	30	21	40
Daylighted Stream	48	44	40	28	24

Pedestrian/bicycle connections and trail networks were most frequently ranked first as people's top priority. The option to build a new community and PNE building ranked as either as people's top or bottom priority. The Daylighted stream ranked amongst people's top picks; parking ranked third out of five and Park; and Playland's location ranked fifth.

Appendix 1:

Advertising Medium for Open Houses

Open House Locations:

- Hastings St. and Slocan St.
- PNE Fair
- Central Library Branch
- Commercial Dr. and Napier St.
- Sunset Community Centre
- Granville Island

Advertising Medium	Quantity	Dates Advertised	Location
Courier Newspaper	3	Aug. 14 th , Sept. 11 th and Sept 18 th	Vancouver-wide
Posters in English and Chinese	75	Between Aug. 14 th and Sept. 25 th	Placed in libraries, community centres, city poles, and coffee shops near all open house locations
Pamphlets	500	Between Aug. 14 th and Oct. 3 rd	Placed in libraries, community centres, city poles, and coffee shops near all open house locations; distributed during open houses
Banners (2x10 ft)	4	Between Sept. 18 th and Oct. 3 rd	Placed a banner near every open house location
Hastings Park City Website		From Aug. 26 th onwards	Posted dates on website
Community calendars and email lists		From Aug. 17 th onwards	Posted open house dates on City's Community Calendar and send dates to Hastings Park email list

Appendix 2:

Main Comments from Focus Group Workshops:

(in no particular order)

Programming and Special Events
Build indoor flower garden like QE park
Multicultural festivals, music shows, and dance competitions
Flee market
Need larger draw to New Brighton Park (e.g. restaurant, volleyball, biodome)
Drive-in movie theatre or outdoor movies
Build a graffiti wall and hold monthly competitions
Introduce row boats (to rent) to The Sanctuary and stream
Innovative programming for new experiences (e.g. roller skating in Rollerland, pancake breakfasts for community)
Community ice
Improve promotion of events (multi lingual)
Playland/PNE
Entrance fee too expensive
Extend PNE season, especially with a winter festival
Showcase more animals
Healthier food options and more variety in choice
Bring in a large Ferris Wheel (like the London Eye)
Pull Playland back off Hastings St. so it's surrounded by greenery
Bring back local aspect of the Fair
Park Space
Existing green space is underutilized because they are all isolated
More picnic tables
Mitigate traffic noise issues so park spaces are quiet
Connections and Parking
Build connection to New Brighton Park and trail now and with low budget
Structured parking only if doesn't impact views
Place parking inside the Racecourse
Buildings
Only build new building if its revenue can pay for construction costs
Start by only upgrading existing building
Place new community centre at corner of Hastings and Renfrew
Place new community centre in the Park
Need washrooms

Appendix 3:

Summary of Comments from Roundtable Discussion Sessions with Cultural Performance, Festival, Production, and Sporting Organizations

PERFORMANCE SPACE NEEDS IN VANCOUVER:

Size

Indoor	Outdoor
<ul style="list-style-type: none"> • 200 to 1,500 seats • 400 to 700 seats • 900 to 1,200 seats • 2,000+ seats • 4,000 to 6,500 seats • 5,000 to 10,000 seats • 10,000 to 30,000 seats • 20,000 sq. ft. exhibition space • 15,000 to 20,000 sq. ft. warehouse space 	<ul style="list-style-type: none"> • Outdoor festival space like Dave Lam Park • 2 to 10 acre outdoor space • 30,000 to 60,000 sq. ft. • Holds 15,000 to 50,000 people • Wide pathways for races and crowds

Type

- Seasonal and year-round (up to 20 events in the summer)
- Open-air
- Flexible so can convert development space to audience set-up and workshops
- Shop and rehearsal space
- Prep, development space, and support areas
- Storage/warehouse
- Office space that can flex to accommodate additional staff and volunteers during event time
- Theatre space (700 seats)
- Storage space (indoor or outdoor)

Features

- Spaces that can flex in size (expand/contract) for various sizes
- Concrete or wood floor
- Permanent stage(s) area(s)
- Flexible with basic facilities (washrooms, power hook-up for lighting and sound, potable water, surfaces that accommodate anchors and loads)
- Up-to-speed technical support
- Bar/lounge, kitchen, gathering space, dressing room in building
- Public assembly zoning
- Limited prescribed uses
- Sponsorship ability
- Indoor space built to flex into outdoor covered spaces
- Building is adjacent to plaza, park, or other rooms (e.g. gallery)

- Festival space is not permanent (switching things up creates dynamic spaces)
- Animated edges (e.g. cafes, bars, restaurants, etc.)
- Prefer buildings over tents
- Flat, unobstructed areas
- Design space to enhance natural views and minimize exposure to sound
- Parking and loading; close to major roads
- Proximity to good transit, bicycle infrastructure, and pedestrian routes
- Park& ride or shuttle options to minimize parking lots on-site
- Organizations can share supplies/materials
- Good drainage and grading (no flooding issues)

HASTINGS PARK SITE STRENGTHS:

- Location (central to suburbs)
- Large site that is adaptable for a variety of sizes, and types of events (indoor and outdoor) and possibility of events happening simultaneously
- Destination space
- Containable
- Community theatre
- Diverse user group
- Already a place families and youth feel safe visiting
- Neighbourhood surrounding it; community feel
- History and authenticity of heritage buildings
- Accessible by transit and space for school bus drop-off
- Views
- Lots of parking
- Connection to New Brighton Park and water
- Future opportunities for population growth, retail vitality, and regional transit hub

HASTINGS PARK SITE CHALLENGES:

- Location is isolated and not vibrant/active
- Diverse area so branding is weak
- Size of site (e.g. way-finding and distance across site)
- Fenced, enclosed areas
- Transit not regular or reliable outside Fair
- Union and vendor agreements are difficult and expensive
- Parking
- Playland has nothing to do with culture
- Noise from crowds
- Fair in August is peak time for festivals
- All fast food options

ADDITIONAL IDEAS:

- Ability to engage in event without going inside; engage pedestrians
- Grassroots community programs

- Night-time use/passive and spontaneous use
- Cultural corridor
- Progress lab
- Invite ethnic groups to access site
- Embrace the region
- Resources to create dialogue model around residents and noise issues
- Allow community to build their own space
- Better positive PR campaigning to work with neighbour noise complaints

Appendix 4:

Key Themes and Comments from Open House Questionnaires

(in no particular order)

Question 1 (Panel 2): VISION

Programming and Uses
Ensure year-round use of facilities
Creative festivals and cultural events
Mixed-use, multi-functional spaces
Appealing to all ages and cultures
Destination for local community
Increase Park's economic activity
No increase in commercial operations or buildings
Green Space and Sustainability
More green space
Green space over all other uses
Daylighted stream and bicycle/pedestrian paths important
Building/Character
Year-round use of buildings
Keep and maintain existing buildings
Green buildings
Value heritage
Expand Fair area
Alternative Transportation and Connections
Connection to New Brighton Park important
Improve public transportation to Park
Better access across Hastings St.
Parking strategy to reduce impact on neighbourhood
Promote active lifestyle

Question 2 (Panel 3): SUSTAINABILITY

Economic Sustainability
More attention to reviving the PNE and year-round events
No more commercial activity
Park should not have to be economically sustainable or generate revenue
Expand area for PNE
No expansion of Playland
Include restaurants and cafes
Greening and Sustainability
Stronger commitment to urban agriculture (weekly farmer's market, education centre)
Connect stream to New Brighton Park
More green space
More permeable surfaces
No parking structure; prioritize walking and biking
Green Playland by integrating rides with nature
More green space to balance increasing population density
More pedestrian connections east to west
Build Playground for children
Buildings
Keep existing buildings
Create multi-purpose facilities
Remove buildings

Question 3 (Panel 4): CONNECTIONS

Pedestrian and Bike Trail Network
Connection to New Brighton Park and perimeter trail important
Immediately build overhead connection to New Brighton Park
Overpass design should be context sensitive
Better connection to Second Narrows Bridge
Build pedestrian/bike underpass at Hastings St.
Better way-finding
Greenways
Greenways accessible even during Fair
No greenway going through Playland

Question 4 (Panel 5): TRANSPORTATION AND PARKING

Alternative Transportation
More buses especially with plans to promote year-round events
Bring B-line to Hastings St.
Link ferry service to Capilano College
Bring back skyride; ease movement across large Park
Narrow Renfrew St.
Less car-oriented Park
Vehicle Access
Hastings and Renfrew are always congested; access to parking only off McGill
Drop-off and pick-up bay
Parking
Consolidate parking with partial underground parkade
Further reduction of parking spots
No above ground parking garage; place underground with green roof
Parking garage only if views protected
Parking in all four corners for easy access to large site
Ensure parking for year-round events
Activate street edge of parkade with mixed-use
More shuttles and off-site parking
Not pleasant to access Park through parking lots at all four corners
Place most parking in northeast corner (no residents nearby)

Question 5 (Panel 6): PARK SPACE

Empire Fields
Keep Empire Fields for heritage value
Keep Empire Fields for community asset
Currently underutilized
Playland
Do not expand Playland
Expand Playland
Existing location of Playland is striking; keep it there
Playland on Empire Fields increases walking distance between PNE and rides
Playland on Empire Fields may be more noisy
Show more options; neither option is acceptable
Moving Playland is too expensive
Newer and more modern rides
Keep everything the way it is
Green Space/Festival Meadow
Moving Playland creates connected, quiet green space with beautiful views
Moving Playland creates more valuable, useable green space
Playland on Empire Fields would give it high visibility from highway
Ensure Festival Meadow remains passive, free, and for local community use
Sports Fields in Racecourse
Accessibility issues (scheduling with Racecourse and further from residents)
Not safe and negative exposure to children
Efficient use of Racecourse's large footprint
Place Empire Fields on top of underground parking at northwest corner

Question 6 (Panel 7): PLAYLAND

Greening and Upgrades
Eliminate pavement; more natural drainage and trees
Better seating
New rides and upgrades desperately needed
Green Playland without expansion
No increase in admission fees
Stronger recycling program
Expansion
Expand Playland as long as other park enhancements done first
Have Playland open all-year-round
Increasing Playland's revenue not a goal of a park
Greening within Playland does not contribute to green public space
Reasonable expansion
Expand Playland so it's more economically sustainable
Expand Playland as long as neighbourhood issues addressed (noise and parking)

Question 7 (Panel 8): PNE FAIR, FESTIVAL AND SPECIAL EVENTS

New Building
Support new building
New building must have community uses
No new building, especially at expense of green space
Temporary structures for two week Fair
Building Upgrades
Upgrade Livestock Building, essential to expose city children to agriculture
Remove Livestock Building and/or no upgrade
More effective use of existing buildings (many partially empty during the year)
Keep Agrodome
Demolish Agrodome
PNE Programming and Festivals
Bring back agriculture and community displays
Year-round events and activities, especially community oriented
Support local agriculture with year-round farmers market and education centre
Totally revamp PNE programming to make it relevant to people today
Agriculture no longer valued by Vancouverites
Not convinced new building will generate higher fair attendance
Not interested in increasing Fair attendance
Tickets to PNE and Playland not affordable
Public Space
A park shouldn't have to generate revenue
Vision should be a "fair in a park"
Design spaces to work well outside of Fair time
Create a park with temporary events; most of year remains green
Governance
Operated and maintained by Parks Board
PNE should not be involved in operating the Park

Question 8: PRIORITIES

Empire Fields
Empire Fields is an historic site
Moving Empire Fields creates community access issues
Stream and Park Space
Daylighting stream is long overdue
Stream is key to making this a park
More green space, trees, water
Pedestrian and Bicycle Connections
Pedestrian and bike paths are not expensive but great asset to community
Overpass to New Brighton Park very important
Access and Parking
Support parking only if it is underground
More strategies to reduce parking
Community/PNE Building, Festivals, and Events
Circus West has great programs and part of the community for 25 years; keep it.
Place new community centre in the park
Revenue gained from new building can be used to complete rest of Master Plan
Don't spend too much money; fine as is
Upgrade existing buildings and use them year-round before building a new building
Fair should have to fit into park, not other way around
New building but keep Agrodome
Need exciting, creative programming, festivals, and events
Make Hastings Park a park for people; not a revenue generator
Community focus to the Park is a top priority

Question 9: ADDITIONAL COMMENTS

Access and Parking
Access to New Brighton Park is very important
Reduce number of parking spots
Tunnel access across Hastings St.
Improve parking options during the Fair
Activities and Programming
No more retail on-site
Concerned about impact of noise from outdoor concerts
Hastings Park is an economic engine for the region; improve it's viability
Explore alternative funding sources to ensure community uses
More community organized spaces, events, and free music shows
More washrooms
Farmers market
More free music, theatre and cultural events
Keep Circus West; a unique asset to the community
Program the fair with a focus on agriculture, community arts and crafts, educational opportunities, and displaying local talent
Consider cafes and restaurants on-site
Year-round programming
Park Space
Convert park back to natural green space, no more buildings
More green space should be top priority
PNE can be placed in a beautiful park
More care for existing green space
Need solution to mitigate traffic noise, especially on Hastings St.
Park should not have to generate revenue
Buildings
Place community centre inside park or close to Renfrew for better access to transit
Place community centre south of Hastings, especially if Playland expands
Place new community centre at Renfrew and Hastings with rental or senior housing
Interpret heritage of the site
Governance
Better maintenance of Hastings Park; Parks Board should manage the park