



ADMINISTRATIVE REPORT

Report Date: November 19, 2010  
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Meeting Date: December 2, 2010

TO: Standing Committee on Planning and Environment  
FROM: General Manager of Community Services Group  
SUBJECT: Hastings Park/Pacific National Exhibition Master Plan

**RECOMMENDATION**

- A. THAT Council adopt the Hastings Park/ PNE Master Plan (Attachment A).
- B. THAT implementation of the Master Plan be subject to approval of funding in future Capital Plans and other funding sources.
- C. THAT the early implementation priorities described in this report be approved subject to approval of funding sources in the 2011 Capital Budget.
- D. THAT staff report back on the results of:
  - a Governance Review of Hastings Park and the PNE and;
  - a Terms of Reference for a Hastings Park Implementation Advisory Group.
- E. THAT the members of the Key Stakeholder Group be thanked for their participation and commitment in the development of the Master Plan.

**COUNCIL POLICY**

In June 2004, Council directed staff to explore a new future for Hastings Park and the Pacific National Exhibition (PNE) which will maximize green space (total of 72- 74 acres) 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 PNE subject to consultation with key stakeholders.

In July 2007 Council approved the updated planning process, work program and funding for the Hastings Park Implementation Plan and directed staff to report back to Park Board and Council on key milestones.

In December 2009, Council endorsed the planning phase conclusions and directions of the Hastings Park PNE Master Plan and directed staff to proceed to the Detailed Master Plan phase including additional public consultation and report back on the results of the above including an implementation plan, detailed financial projections and funding strategy. Staff were also directed to seek additional park space beyond what was proposed in the December 2009 report.

### *SUMMARY*

The Hastings Park/PNE Master Plan proposes to transform the Hastings Park of today into a greener, year-round destination for park use that includes an amusement park, the annual Fair and places for festivals, culture, sport and recreation, leisure and fun. The multi-purpose nature of the Plan reflects the challenging balancing act that the Master Plan achieves:

To create a Fair in a Park - a significantly greener and more publically accessible Hastings Park which renews Vancouver's historic annual fair and amusement park, while ensuring economic vitality and long-term sustainability.

Included in this challenge is building an identity for Hastings Park as an active year-round destination park - a place to seek the calming renewal of spaces like the Sanctuary or a park that can see upwards of 80,000 people a day enjoying the annual Fair.

Cost plans and a detailed business plan have been developed to demonstrate revenue potential, magnitude of costs involved and phasing flexibility. Overall costs to redevelop are significant - reinvestment in Hastings Park will need to be prioritized within the City's future Capital Planning processes and include opportunities for partnerships with other agencies and senior levels of government.

Creating a Fair in a Park goes beyond physical changes to Hastings Park - a governance mandate to support the developed vision is also necessary. Initial steps towards a governance review have been undertaken, however, this report seeks endorsement to proceed and report back with a full evaluation and recommendations.

### Next Steps

A series of early implementation projects have been recommended for consideration. Breaking ground soon after adoption of the Master Plan will build on the momentum of the Master Plan process and foster further community engagement in the realization of a new Hastings Park.

## ***PURPOSE***

The purpose of this report is to seek Council's adoption of the final Hastings Park/PNE Master Plan and early implementation priorities. This will allow the initial implementation projects to be considered in the 2011 Capital Budget process and allow the PNE Board to proceed with capital renewal planning for Playland. Final endorsement and clarity on the long range vision and short-term implementation plans for Hastings Park and the PNE will allow the focus to shift on to implementation and construction of new and renewed park and PNE amenities.

Additionally this report provides an update to Council on the Hastings Park Governance Review and seeks endorsement of a proposed work plan outline to complete the Governance Review and on-going community engagement options.

## ***BACKGROUND***

### **Recent History**

During the mid-1990's the Province of BC had determined that the PNE had out-grown its current site and planned to move the PNE, Playland and the annual Fair to a new site in Surrey. Under this assumption the City of Vancouver began public discussions on developing park uses in Hastings Park.

After extensive community involvement, the Hastings Park Restoration Plan was approved in 1997. This Plan envisioned Playland, the annual Fair and many of the associated facilities would move off-site, or be demolished as per the Provincial government's plans to relocate the PNE. The Plan included the restoration of natural features on the site and also included the retention and re-use of some 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. During this period the BC Pavilion, the Pure Foods Building, the Showmart and Poultry Building, cumulatively representing approximately 200,000 sq ft of interior space, was demolished to make way for the creation of the Sanctuary, Italian Gardens and Skate Park. A parking lot in the former Empire Stadium was converted to community sports fields - Empire Fields.

However, Provincial plans changed in the early 2000's and it was determined that the PNE was no longer a core service of provincial government. In 2003 the transfer of ownership of the PNE was negotiated with the City of Vancouver. The passing of the 2003 PNE Enabling and Validating Act in the provincial legislature provided explanatory parameters for the words "use, recreation and enjoyment of the public" used in the 1889 Hastings Park Trust and provides that all activities at Hastings Park from the creation of the trust to October 10, 2003 are deemed to be consistent with the terms of that trust. In addition, the Act transferred the responsibility for the Pacific National Exhibition to the City of Vancouver providing the City with the ability to appoint the directors of the exhibition. Effective January 1, 2004 ownership and management of the PNE was transferred from the Province to the City.

City Council subsequently directed a review of future options for the PNE at Hastings Park vis a vis the plan to convert the site to largely park uses. 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 included:

- 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 were the key objectives on which the project team's planning work was 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".

#### **Current Planning Process**

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 Smallemberg, 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.

The Master Plan was conceived of as a three phase process and carried out from January 2009 to December 2010.

#### **Phase 1 - Inventory and Analysis (January 2009 - May 2009)**

This initial phase included an inventory and analysis of both physical assets and business units on-site, as well as benchmarking with comparable facilities in North America.

#### **Phase 2 - Planning Directions (June 2009 - December 2009)**

This phase consisted of the development of high level planning concepts for Hastings Park. In order to break down the physical planning components of Hastings Park into manageable and understandable pieces, a series of eight themes or Planning Directions were developed aimed to respond to Council directives and the approved terms of reference. In addition two options for the location of Playland and provision of additional park space were presented.

This work formed the content of a ten week public consultation effort from August to October 2009. Preliminary Fiscal Analysis and Implementation options were also completed in this phase. The preliminary business plans and cost plans outlined that significant investment is needed to achieve this new vision of Hastings Park. However, this work illustrated that there is flexibility in the phasing of the Plan including potential for implementation funds from a variety of sources.

Based on the public's feedback and further refinement, the option to retain Playland in its current location (Option 1) and a series of Planning Directions were developed and presented to City Council in December 2009. Council adopted Option 1 and the Planning Directions in December of 2009 setting the stage to begin Phase 3. Some of the key adopted Planning Directions were:

- Connect Hastings Park to the local community and New Brighton Park with pedestrian and bicycle greenways;
- Connect the Sanctuary to Burrard Inlet with a daylighted stream;
- Maximise the amount of additional park space by relocating parking to the north and pedestrianizing the southern part of the park (target beyond 62 acres);
- Retain and retrofit the Livestock Building for multi-purpose use;
- Locate new Hastings Community Centre at southwest corner of Hastings and Renfrew;
- Relocate a portion of and expand Playland to the north by 30-40% for greening and to realize market potential; and
- New (150K sq ft) flat floor exhibition building to be considered in the long-term.

#### Phase 3 - Illustrative Concept Plan (January - November 2010)

Council approved Planning Directions were subsequently elaborated on and fleshed out in more detail and an illustrative concept plan was developed. Further committee and stakeholder consultation led to refinement of the Plan. The Plan illustrates the ultimate vision of Hastings Park and the PNE over a 20-25 year horizon and demonstrates how the site works in different modes: Park-mode when passive park uses dominate and festival and special events transform the park into active celebration and event spaces; and the Fair mode in which the annual PNE Fair overlays the bulk of the site. Also completed in this phase were refined Cost and Business Plans and recommended early implementation ideas.

The Illustrative Concept Plan was the focus of a public consultation effort consisting of 13 City-wide open house sessions from June to September 2010.

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 organizations

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 Challenge**

Hastings Park today is a complex site, juxtaposed against one another are recently constructed park infrastructure completed under a previous plan and layers of existing fair grounds and buildings. Adapting to this current layout are two vastly different operational modes - Fair-time and non-Fair-time. Throughout the year these shifts in operational modes dramatically transform Hastings Park through a range of activities from a passive park to a Fair site with 80,000 daily visitors.

The challenge in physically realizing the concept of Fair in a Park meant that the Master Plan has to be flexible and resilient enough to accommodate dramatic shifts in operation smoothly and efficiently, while ensuring park qualities are paramount and necessary infrastructure to support the Fair, festivals and other events is fully integrated. The goal from the onset of the Master Plan was to ensure that visitors to the site outside of Fair-time would have a destination, City-wide park experience that offered significantly more park space comprised of diversity of well connected places both programmed and passive. Visitors during Fair-time would experience a renewed Fair and Playland that offered an exciting array of programmable venues that would be seamlessly connected and ensure optimal flow of circulation.

Layered on top of this is the need to develop a pedestrian and cyclist circulation system that connected the Park both internally and to: the adjacent neighbourhood; the waterfront and; to City-wide greenway and bikeway systems. This is rationalized with a parking, vehicle access and circulation plan that minimizes impacts to the local neighbourhood, consolidates and reorganizes the operational facilities of the site and provides coherent pedestrian and vehicle organization.

### **Delivering on the Challenge**

The following analysis outlines, at a high level, the thinking behind the major 'moves' to achieve the vision of the Master Plan. These Concept Development Principles are illustrated and elaborated in more detail in section 3.2 of Appendix A.

#### **Create Clear Pedestrian and Vehicle Organization**

Creating clear pedestrian and vehicle organization is critical to the success of creating a significant pedestrianized park areas and optimizing the efficiency of site operation.

- Consolidation of parking into fewer, larger lots in the northern portion of the park.
- Align parking access to major arterials such as McGill + Bridgeway.
- Consolidation of Back of House Areas (BoH) in the northern portion of the park.
- Realignment of Miller Drive to service key buildings, BoH areas and as well as to accommodate parking, loading, drop-offs and deliveries.
- Transforming the southern part of the Park into a pedestrian and cyclist precinct free of traffic conflicts.
- Implementing clear signage and wayfinding for pedestrians, cyclists and vehicles will be key to achieving the directions outlined above.

### **Relocate and Expand Playland**

Relocating a portion of Playland allows for parkland expansion and improved connection of existing park spaces. A phased expansion program allows Playland to take advantage of existing market potential.

- Create a park corridor between Empire Fields and the Festival Meadow by pulling Playland north off of Hastings Street.
- Broaden the appeal of Playland and enhance visitor comfort by renewing it as a Garden-style amusement park.

### **Connect to Burrard Inlet**

Fundamental to the ecological functioning of the Master Plan is connecting the Sanctuary to Burrard Inlet with a daylighted stream.

- Creation of a riparian corridor centred around a daylighted stream connecting the Sanctuary to a salt-water march on Burrard Inlet.
- Stream corridor provides convenient and safe pedestrian and bicycle connection to New Brighton Park and the waterfront.

### **Create a Celebration 'Heart of the Park'**

Fundamental to creating flexible, programmable spaces suitable for festivals, events and day-to-day usage is the creation of a new active, urban destination 'Heart of the Park' that is centred on a renewed Amphitheatre, the Festival Plaza and Livestock Building.

- Extending out from this 'Heart' is a series of unique pedestrian-scaled urban plaza environments that form an east-west connection across the park that connects existing and renewed buildings and facilities: Windermere Belvedere, the East/West Greenway connection through Playland, the Parade, Miller Plaza and the Coliseum Plaza.

### **Connect Communities**

Fundamental to the functioning of Hastings Park as a welcoming, accessible park is the provision of strong pedestrian and bicycle connections to the local community and to the waterfront at New Brighton Park.

- 5.4 km - total separated pedestrian and bicycle trails created.
- Creation of a strong connection to the proposed Eastside Crosscut Greenway by providing a mid-park north-south greenway connection that terminates on the waterfront in New Brighton Park to the north.
- Provide east-west greenway connection mid-park that connects through the middle of Playland (off-season) to Hastings/Sunrise neighbourhood to the west and Vancouver Heights/Burnaby urban trail system to the east.
- Traffic calming measures for Renfrew Street such as corner bulges and shortened crossing distances.
- Narrowing the vehicular space allocation of Renfrew Street and using its eastern edge as part of the Perimeter Park Greenway.
- Perimeter Park Greenway creates an active, welcoming park edge with 3km of pedestrian and bicycle trails in a greened, park environment.

### **Expand Park Space + Habitat**

Consolidation of parking, road and back-of-house uses to the northern portion of the site and the relocation of a portion of Playland to the north achieves key objectives:

- Total of 74 acres of park space is created (47 acres new + 27 acres current).

- Riparian habitat corridor linked to Burrard Inlet is formed with daylighted stream extension, a total of 18 acres of habitat is created (9 acres new stream corridor + 9 acres current Sanctuary)
- Southern portion of Hastings Park is pedestrianized and converted to park space that connects existing park spaces with diverse, new park spaces: The Plateau, Festival Meadow, The Green and the Garden's Garden.

### **Build in Flexibility**

Flexibility had be built-into the Master Plan at many levels:

- Creating spaces that transform from usable park areas to places for hosting events including adaptable venues for the PNE Fair.
- Considering that implementation will be phased over many years and that the park needs to function well at each phase and that the order of projects may vary depending on needs and funding sources.
- The provision of infrastructure improvements to facilitate efficient set-up and tear down of events (including the PNE) will maximize availability of the park and its facilities for public use.
- Provision for four season event operations, in order to activate Hastings Park year round.
- Configuration of pedestrian and bicycle connections and linkages to allow permeability through and/or around the site during event periods.

### **Create a Hastings Park Identity**

Fundamental to the notion of creating a "Fair in a Park" is the importance of Hastings Park being recognized as an active, public park destination - as well as the home to the PNE, the Racecourse and other events.

- Create an identity to communicate that Hastings Park is the overarching entity that is home to many destinations and attractions
- Develop a signage and communication plan that captures the vision of the park and communicates the message of what can be expected there.
- Use other design interventions that reinforce the recognition and provide cues that Hastings Park is a welcoming, active public park (park furnishings, active welcoming edges)

### **Consultation**

An extensive public consultation and community outreach program was key to the development of the Master Plan. The focus of this effort was a series of open houses across Vancouver in the summer/fall of 2009 and the spring/summer of 2010, these included:

- 26 public open houses at 10 different locations across the City;
- Participations by thousands of local and regional residents and;
- Over 600 questionnaires completed.

Building on the format of the 2009 consultation, from June to September 2010 a large traveling display consisting of 14 large panels illustrating the Master Plan components and



Concept Plan made its way across the City. A large 12' x 12' Floor Map depicted the illustrated concept plan and assisted in communicating the scale and diversity of what was proposed for Hastings Park. Over 350 questionnaires during this 2010 consultation process were completed; these results are included in the attached Public Consultation Summary Report (Appendix B)

In order to ensure a diverse range of participation City Staff also held several focus group workshops with youth, seniors, and Chinese residents. Through a series of roundtable discussions, Vancouver's cultural, events, and sports community also had the opportunity to give input and recommendations about both Vancouver's and Hastings Park's performing and event space needs.

The project's Key Stakeholder Group, representing a broad range of interests on-site, from the local community and City-wide has provided valuable feedback on the development of the Master Plan with 15 meetings over 2009-10.

#### **Demand Analysis Study for Cultural Performance / Event Spaces**

In order to better understand the demand for outdoor performance, cultural and events spaces and thus confirm the vision developed for Hastings Park "an enabling, supportive environment for art, culture and events" a detailed consultation and study was undertaken. Over 170 event producers, comprising not-for-profit cultural groups and service organizations, private businesses, educational institutions and suppliers to the event industry participated in an on-line survey and interviews for the study.

Once an inventory of existing outdoor venues in the City of Vancouver and region was developed, existing use was analysed to gain a better understanding of the current demand. When this information was compared with trend research, and results from an on-line survey and interviews the following gaps were demonstrated:

- There is a need for development of new performance and event specific venues in order to meet growing demand by audiences and organizers.
- The capacity need for new venues is highest in the range of 1,000 to 3,999.
- There is also a demonstrated demand for new venues in the range of 4,000 to 6,999.
- Outdoor venues that serve capacities ranging from 4,000 to 6,999 have a high rate of usage, yet there are only seven existing venues currently supplying this capacity, therefore this category has the lowest supply of venues.
- There is a substantial need to install infrastructure common to all events in the venues that have the highest event use annually and in any future outdoor performance and event venues to be developed.

The results of the study indicate that of the outdoor venues proposed, the Amphitheatre, (particularly for its proposed cover, capacity) and the Festival Plaza, Festival Meadow and The Green would be in demand with cultural performance, festival and event organisers and producers. The synergistic combination of the Amphitheatre, Festival Plaza and Livestock Building were of particular interest with organizers who require multiple venues (performance, food and beverage, merchandise, covered space).

#### **Bicycle Advisory Committee**

The Master Plan was reviewed by the City's Bicycle Advisory Committee (BAC). The Committee recommended that Council support, in principle, the cycling infrastructure

included in the Hastings Park/PNE Master Plan and that priority be given to the commuter components of the proposed bicycle network. (BAC Motion Appendix C).

### **Future Implementation Advisory Group**

On-going consultation during the implementation phase will be necessary to ensure stakeholder input into the planning and design process of future implementation phases and to provide feedback on alignment of implementation with the visions. Staff are proposing to report back to Council with a Terms of Reference for an Implementation Advisory Group that will fulfill this role and provide continuity through the various future implementation projects.

### **Long-Term Fiscal Analysis**

In December of 2009 staff reported on a preliminary business plan, estimated rough order of magnitude costs and prepared phasing examples. With the development of the Illustrative Concept Plan this work has been refined and updated. Assuming the build out of the finalized Concept Plan, the business plan 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 implementation 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 relatively lower cost items and some interim elements.
- Items with high costs that require substantial capital plan funds are unlikely in the next two three-year cycles.

#### **Potential Project Funding Sources**

- Capital Plan funding.
- Hastings Park Reserve (current balance \$6.7 million) - 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.
- Cost-sharing for utility infrastructure upgrades.
- Senior government and agency funding.
- Revenue from PNE / Playland.
- Private partnerships / sponsorships.

#### **Business Plan**

As part of the analysis of the final Concept Plan, an example of a 15 year cash flow scenario was developed to help understand attendance (and all of the related revenue and expenses sources) and net operating income (NOI) benefits. Investments were assumed to be applied to the different components (Playland, the Livestock Building and the new Flat Floor

Exhibition Building) over time and an assumed debt service of 7.0% over a 30 year period was calculated. Based on the NOI and the assumed debt service, a debt service coverage ratio (DSCR) was calculated. This data is presented in detail in Appendix D. 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.

The three improvements modeled were based on a phased approach that would build upon each other, these were:

1. A phased renewal and expansion of Playland over 15 years (total \$36 million);
2. A phased renovation and retro-fit of the Livestock Building in years 2, 3 and 4 (total 13.6 million); and
3. New Flat Floor Exhibition Building in year 6 (\$59.8 million).

Capital investment required to achieve these improvements (exclusive of any park upgrades or parking improvements) were estimated and correlated alongside the projected NOI to establish DSCR. This assigns an order of magnitude to the level of partnership required in the capital cost of the renovated Livestock Building and Flat Floor Exhibition Building.

What is apparent is that a renovated Playland achieves the greatest lift in NOI and DSCR, with a renovated Livestock Building and a Flat Floor Exhibition Building achieving very modest lifts in NOI. It should be noted that even though the Livestock Building and the Flat Floor Exhibition Building achieve very modest lifts in NOI, they allow for the Hastings Park to be more active on a year round basis and allow for a greater visitor experience at the PNE. DSCR drops significantly with the implementation of the Flat Floor Exhibition Building based on its capital investment.

### Detailed Cost Plan

With the development of the detailed concept plan cost estimates were able to be refined from the initial rough order of magnitude estimates developed in 2009. There was a small overall increase in the costing of the detailed master plan which totals \$ 208,600,000 from \$204,000,000 in 2009; this is outlined in the table below.

| Category          | Project   | 2009 Estimate       | Current Estimate    | Current Totals      |
|-------------------|---|---------------------|---------------------|---------------------|
| Playland          | Expansion and Greening                          | \$36,500,000        | \$36,000,000        | \$36,000,000        |
| Buildings         | Livestock Building                              | \$16,060,000        | \$13,600,000        |                     |
|                   | Agrodome  | \$3,900,000         | \$3,900,000         |                     |
|                   | Amphitheatre                                    | \$2,160,000         | Incl. in open space |                     |
|                   | Heritage Building Upgrades                      | \$1,700,000         | \$1,700,000         |                     |
|                   | New Administration and BoH                      | \$7,442,000         | \$6,600,000         |                     |
|                   | New Exhibition Building                         | \$57,838,000        | \$58,800,000        |                     |
|                   |   | <b>\$89,100,000</b> |                     | <b>\$84,600,000</b> |
| Public Open Space |   | \$46,400,000        | \$44,700,000        | \$44,700,000        |
| Parking           | Structured in NW Corner (base cost above grade) | \$32,000,000        | \$26,000,000        |                     |

|                |                                   |     |                      |                      |
|----------------|-----------------------------------|-----|----------------------|----------------------|
|                | Surface vs. Racecourse<br>Infield | N/A | \$13,300,000         | \$39,300,000         |
| Transit Access | Improvements along<br>Renfrew     | N/A | \$4,000,000          | \$4,000,000          |
|                |                                   |     | <b>\$204,000,000</b> | <b>\$208,600,000</b> |

In addition to these construction costs, a conservative estimate of contingencies and non-construction costs was developed, this is presented in the table below. It is important to note that these have been indicated as compounding contingencies and non-construction costs assume 100% external project management and professional services. Depending on availability of staff resources, many of these costs would be reduced with work undertaken by City staff. This table also indicates the importance of thorough scoping of phased advancement of the Master Plan, developing sound cost control methods and exploring other efficiencies in implementation.

| Overview of Contingencies and Non-Construction Costs |   |                      |
|--|---|----------------------|
| Category   | Estimates   |                      |
| Construction   | Construction Total                                | \$208,600,000        |
|  | Design Contingency 15%                            | \$31,300,000         |
|  | Construction Contingency 10%                      | \$24,000,000         |
|  |   | <b>\$263,900,000</b> |
| Non-Construction                                     | Construction Total                                | \$263,900,000        |
|  | Professional Fees 13%                             | \$34,400,000         |
|  | Management and Overhead including insurance       | \$7,900,000          |
|  | Project Contingency on Non-Construction Costs 10% | \$4,200,000          |
|  |   | <b>\$310,400,000</b> |

## Governance

In July of 2007 Council approved the updated planning process and work program for Hastings Park. This process stated that once the Master Plan was established a review of Hastings Park governance would be undertaken.

With a level of clarity for the Master Plan concept for Hastings Park, project staff have initiated the first steps of a governance review with the input from the Key Stakeholder Group and the Steering Committee. This work has consisted of:

- Defining current governance of Hastings Park;
- Developing a refined list of key issues with the Key Stakeholder Group (Appendix E);
- Research of successful precedent destination urban and park spaces: visions and values, governance structures and best practices; and
- Development of a set of key governance principles with the Steering Committee (Appendix F).

Next steps will include engaging a consultant with specialization in governance issues to assist in reviewing current governance and operations management structures and provide recommendations vis á vis the new vision for Hastings Park. Any governance model will

address operational issues such as programming, as well as roles and responsibilities around infrastructure management and management of other major assets. The results of the governance will be presented to Council for consideration. It is anticipated that this work will be carried out in 2011.

### PNE Mission and Goals

In December of 2009 Council requested:

THAT the PNE Board be requested to undertake a study of its mission and goals of the 21st century, such work to be completed before the report back to Council.

The PNE Board has completed this work and the results are provided in Appendix G

### *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 October, 2010, \$1.23 million of this funding has been spent. It is anticipated that the balance of this funding will be required for on-going project management in 2011. The current balance of the reserve is \$6.7 million.

### Implementation

Six early implementation priorities are proposed as detailed in the table below. The total cost of these priorities is \$2.4 million and funding is subject to approval in the 2011 Capital Budget. Four of these items will be funded through the Hastings Park Reserve (with partial funding from the PNE for one of the four) and two items are subject to a funding source being found as part of the 2011 Capital Budget process.

The breakdown of the funding sources is as follows:

|                 |  |
|-----------------|--|
| \$1,874,430     | Hastings Park Reserve  |
| \$430,000       | Funding source to be determined as part of the 2011 Capital Budget process |
| <u>\$75,000</u> | PNE  |
| \$2,379,430     | total  |

In general, these early implementation priorities were identified for their ability to:

- Proceed in the near-term; and
- Provide quick action on community priorities identified in the consultation process:
  - Connection to New Brighton Park and the waterfront
  - Increase amount of park space in Hastings Park
  - Improving community access to and within Hastings Park
  - Minimise neighbourhood impacts

The following table outlines the project cost, funding source, scope and rationale of the recommended early implementation priorities (not in any particular order).

| Project | Estimated 2011 funding req'd | Estimated 2012-14 funding req'd | Scope | Rationale |
|---------|------------------------------|---------------------------------|-------|-----------|
|         |                              |                                 |       |           |

|   |   |   |   |  |
|---|---|---|---|--|
| Empire Fields Reinstatement   | \$350,000<br>Funding Source: TBD as part of the 2011 Capital Budget process | \$6,077,000                                 | Planning, consultation + design: <ul style="list-style-type: none"> <li>• Synthetic turf fields/diamonds running track</li> <li>• Perimeter Greenway</li> </ul>   | <ul style="list-style-type: none"> <li>• Reinstate community use of Empire Field Synthetic turf and lighting increase capacity</li> <li>• Implement Perimeter Greenway around Empire Field</li> </ul>  |
| The Plateau - Youth Sports Park                                     | \$80,000<br>Funding Source: TBD as part of the 2011 Capital Budget process  | \$753,000                                   | Planning, consultation + design: <ul style="list-style-type: none"> <li>• Youth focused sports park</li> <li>• Dirt jumps, mountain bike skills park</li> <li>• Sport courts</li> </ul>   | Increase: <ul style="list-style-type: none"> <li>• Park space + community access</li> <li>• Diversity of activities + park programming in Empire Fields vicinity</li> </ul>  |
| New Brighton Connection   | \$790,680<br>Funding Source: Hastings Park Reserve                          | \$527,120                                   | Planning, consultation, design + construction: <ul style="list-style-type: none"> <li>• Separated (where possible) ped/bike trail from Hastings Park to New Brighton</li> <li>• Roadway modification /crossings signage, lighting</li> <li>• Creekway Park - stream and park corridor</li> </ul>  | <ul style="list-style-type: none"> <li>• Enhance community access</li> <li>• Network with City-wide greenways</li> <li>• Permanent upgrades where possible and temporary improvements in the short-term with further upgrades as funding allows</li> </ul> |
| Internal Trail + Park Connections                                   | \$853,750<br>Funding Source: Hastings Park Reserve                          | as determined by future phases              | Planning, consultation, design + construction: <ul style="list-style-type: none"> <li>• Interim park and trail measures to achieve connections N/S, E/W + Perimeter</li> <li>• Italian Gardens + Sanctuary connection</li> <li>• Permanent measures where possible,</li> <li>• Temporary measures where flexibility is needed to accommodate future development activities</li> </ul> | <ul style="list-style-type: none"> <li>• Enhance community access</li> <li>• Network with City-wide greenways</li> </ul>   |
| Hastings Park Identity + Sign Plan update + on-going implementation | \$155,000<br>reserve<br>Funding Source: Hastings Park Reserve               | as determined by sign plan phasing          | Planning, consultation, design + construction: <ul style="list-style-type: none"> <li>• Address destination identification, traffic flow + wayfinding</li> <li>• Flexibility to accommodate redevelopment over time</li> <li>• Phased approach of implementation of new signage over time</li> </ul>  | <ul style="list-style-type: none"> <li>• Development of a Hastings Park identity</li> <li>• Enhance awareness, wayfinding and establish identity</li> </ul>  |
| Playland Relocation + Expansion master plan                         | \$150,000<br>Funding Sources: Hastings Park Reserve \$75,000                | phased and prioritized as per business plan | Planning + design: <ul style="list-style-type: none"> <li>• Develop phased expansion plan that includes relocated area along Hastings</li> <li>• Design + implement initial relocation + expansion phase to make way for</li> </ul>   | <ul style="list-style-type: none"> <li>• Increase park space + community access through planning relocation of 3.3 acres of Playland in expansion area to north</li> <li>• Greening of Playland interior and perimeter</li> </ul>                          |

|                 |   |  |
|-----------------|---|--|
| PNE<br>\$75,000 | Festival Meadow and season<br>greenway connection<br>through Playland | interface with park areas<br>• Consideration for minimizing<br>sound impacts |
|-----------------|---|--|

The following items will be completed in consultation with Engineering Services. Dundas Street Calming will begin initial consultation and design phases in 2011 with any measures carried out in later capital budgets subject to funding approval. The remaining three items are initial steps which are necessary prior to large changes occurring on-site.

|  |   |   |
|--|---|---|
| Dundas Street Calming  | <ul style="list-style-type: none"> <li>Public consultation and design work with possible road narrowing features</li> </ul>   | Traffic calming will slow vehicular traffic, discourage neighbourhood short-cutting and increase pedestrian conductivity  |
| Hastings Park Infrastructure Renewal                             | <ul style="list-style-type: none"> <li>Where possible, verify, assess and document the existing water, sewer, and electrical utility services</li> <li>Engage a consultant to develop a conceptual site servicing plan based on the Master Plan</li> </ul>  | With clarity on the master plan an assessment of existing utility infrastructure is needed to develop a renewal plan that corresponds to the direction of the Master Plan |
| Hastings Park Transportation Assessment Report and Parking Study | <ul style="list-style-type: none"> <li>Study to determine current and projected transportation implications, parking needs, access and loading, and event management</li> <li>Based on Transportation Assessment and Management Study Guidelines for Consultants available on the City website</li> <li>Enhanced event management and parking sections</li> </ul> | With clarity on the 'big moves' of the master plan, a study is needed to inform design and implementation of any transportation, parking and traffic calming measures     |
| Parcel Consolidation   | <ul style="list-style-type: none"> <li>Address outstanding boundary anomalies in and around Hastings Park</li> </ul>  | Necessary to achieve road dedications, individual parcel configurations through subdivision and/or consolidation  |

Funding for the remainder of the Implementation Plan will be prioritized to be requested in the next Capital Plan 2012-14, the upcoming 10 year Capital Planning Process and other funding sources.

### ***PERSONNEL IMPLICATIONS***

Completion of the Governance study and project management of the initial implementation priorities will be undertaken by Hastings Park/PNE Planning staff.

In addition, as the project moves into implementation existing staff time from departments throughout the City will be required.

- Project specific review and feedback from Engineering Services, Parks, PNE and other City staff
- Continuation of the Technical and Steering Committees.

### ***ENVIRONMENTAL IMPLICATIONS***

The implementation of the Master Plan represents a significant opportunity to improve the environmental performance and sustainability of Hastings Park and the PNE. Many proposed

improvements have the potential to meet the City's Greenest City Action Team's (GCAT) goals. Specifically the Master Plan sees the potential opportunity to deliver on the following:

#### **Climate Leadership**

- Explore the use of renewable energy and recovery of energy from waste while developing an energy plan for Hastings Park.

#### **Green Buildings**

- Retaining and rehabilitating historic buildings in Hastings Park for reuse maintains in embodied energy on site.
- Renewal of on-site buildings is opportunity to dramatically improve energy performance.
- New buildings within Hastings Park shall achieve LEED Gold certification.

#### **Green Mobility**

- Over 5.0km of new pedestrian and bicycle trails proposed in the Master Plan.
- Hastings Park pedestrian and bicycle trails will provide safe and convenient linkages to the network of existing and proposed Greenways, Bikeways and transportation cycling routes surrounding Hastings Park.
- 8 block stretch of Renfrew Street is proposed to be modified to accommodate the Park Perimeter greenway and improved pedestrian conductivity along and across it.

#### **Zero Waste**

- Build-on current best practices to reduce waste from events and attractions and day-to-day operations of Hastings Park.

#### **Access to Nature**

- Almost triple the amount of park space is proposed for Hastings Park from a current area of 27 acres to over 75 acres.
- Daylighted stream and saltwater marsh provides new habitat, restores ecological functions, connects existing habitat and improves stormwater quality entering Burrard Inlet.
- Enhanced neighbourhood connections provide safe and convenient access to Hastings Park and the waterfront at New Brighton.

#### **Clean Water**

- Optimising water efficiency in all building retrofits and open space redevelopment.
- Optimise the performance Hastings Park utility infrastructure with its renewal during the build-out of the Master Plan.
- Hastings Park contains many large buildings with significant roof area - opportunities exist to explore the capture and use of rainwater.

#### **Local Food**

- With spaces like the Garden's Gardens - a large demonstration garden showcasing urban food production, habitat gardening, landscape art - Hastings Park can play a significant role in education and promotion of local food, urban farming and water conservation.



### *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;
- Sustaining and enhancing Vancouver traditions such as the PNE Fair and Playland;
- Providing opportunities and venues for arts, cultural, festival and community activities;
- Providing range of opportunities for individuals to contribute to the health and well-being of the community; and
- Providing facilities that foster greater community connectivity for pedestrians, bicycles and people with mobility challenges.

### *COMMUNICATIONS PLAN*

The Hastings Park PNE web pages, [www.vancouver.ca/hastingspark](http://www.vancouver.ca/hastingspark) will continue to host and document the master plan process and provide updates on future implementation initiatives and public involvement opportunities.

### *CONCLUSION*

The completion of the Hastings Park/PNE Master Plan is a critical first step in the renewal and transformation of Hastings Park. This transformation speaks to not only to the existing physical assets and natural systems of the Park but the potential for the sustainable renewal of the annual Fair, Playland, festivals, cultural performances and events that will define Hastings Park of the future. The scale of Hastings Park presents a unique opportunity to see significant environmental and sustainability improvements and innovations as well as the potential to meet many of the City's GCAT goals.

The Master Plan strikes a balanced approach that provides significant new park space and habitat while renewing infrastructure to enhance and sustain the PNE, Playland and the annual Fair. The Plan also demonstrates the flexibility and resilience that is needed to accommodate dramatic shifts in operational modes smoothly and efficiently. Through a thoughtful reorganization of the uses within the Park, provision of new park space and development of strong connections to the local community and the waterfront, the overarching goal of creating a "Fair in a Park" is achieved.

\* \* \* \* \*

# Hastings Park/PNE Master Plan



## 2010 PUBLIC CONSULTATION SUMMARY

### Consultation Process Overview

Throughout the development of the Hastings Park/PNE Master Plan, from January 2009 to November 2010, the project team engaged in an extensive public consultation & community engagement process. Two open house consultation phases occurred in the fall of 2009 and the summer/fall of 2010. Thousands of local and region-wide residents participated in the 26 open house events that were held in 10 different locations across Vancouver and over 600 questionnaires were completed.

To ensure a diverse range of participation and a majority of interests were heard City Staff also organized numerous focus group workshops and information sessions with a variety of other stakeholders: youth, seniors, family groups, Japanese Canadians and Chinese-speaking residents.

Through a series of roundtable discussions, and a more formalized study process Vancouver's cultural, events, and sports community also was also consulted regarding Vancouver's and Hastings Park's performance and event space needs. This work is summarized in the November 2010 report Demand Analysis Study for Cultural Performance and Events Spaces and can be found here:

<http://vancouver.ca/pnepark/pdf/2010publicsummary.pdf>

Finally, the project's Key Stakeholder Group, representing a broad range of interests from the community (neighbourhood), on-site (Hastings Park), and city-wide representatives met regularly to provide feedback on all aspects of the consultation process, completing 15 meetings from early 2009 to the end of 2010.

This summary focuses on the 2010 (Phase III) public consultation program. The focus the 2009 (Phase II) consultation was to obtain feedback on high-level planning directions for Hastings Park as well as options for additional park space and the location of Playland. The summary of these results can be found under Appendix B here: <http://vancouver.ca/ctyclerk/cclerk/20091217/documents/penv2.pdf>

## Phase III Consultation: June - September 2010

The purpose of the Phase III consultation process was to obtain feedback on the details of the Illustrated Master Plan Concept. Feedback sessions were facilitated through a number of means: city-wide open houses, small focus group workshops with youth, a forum for local Chinese residents, and Key Stakeholder Group meetings. The project's website, [www.vancouver.ca/hastingspark](http://www.vancouver.ca/hastingspark), is a key communication tool and hosts all consultation materials and the on-line questionnaire during the open house consultation phase. The website also provides background information and reports, open house dates and materials, project updates, Key Stakeholder Group and committee meeting notes, and various ways to contact City Staff or to join the project's list-serve. The website is kept up-to-date, and evolved throughout the length of the Hastings Park/PNE Master Plan planning process.

The following section describes the format for the various consultation methods used to collect feedback, and a summary of the verbal and written comments received by Staff.

### Open Houses:

In 2010, the Hastings Park/PNE Master Plan public consultation included seven multi-day open houses over a total of 13 days. Twelve display panels, questionnaires, and bookmarks (with links to the project's website and on-line questionnaire) were available at the open houses, and staff were present to engage the public and answer questions.

At the open houses, the public was offered paper questionnaires or alternately told that an on-line questionnaire was available (bookmarks with web addresses were provided) and many people preferred to just provide verbal feedback.

Over 360 questionnaires were completed, of those, 165 were handed-in at the open house, focus group, or forum sessions and 199 were submitted on-line. Respondents were asked to provide their postal code, of the 246 postal codes that were provided on the questionnaires, approximately 42% of these were submitted by residents living in the Hastings - Sunrise area (V5K postal code area bounded by Nanaimo, Burrard Inlet, Boundary and 1<sup>st</sup> Ave). It should be noted that although these results are meant to help inform the Master Plan process, due to the fact that respondents are self-selected - the results are not statistically defensible.

The open houses were widely advertised across Vancouver using a variety of mediums such as posters, banners, bookmarks, school flyers, project website, list-serves, social media (Facebook and Twitter) and newspapers advertisements (see Appendix 1 for list of advertising mediums, locations, and graphics). For the Chinese forum, all materials (including the questionnaire) and the presentation were translated into Chinese.

**Open House Dates and Locations:**

| Date                          | Time          | Location                        |
|-------------------------------|---------------|---------------------------------|
| June 10 & 11, 2010            | 11 am - 7 pm  | Hastings at Slocan              |
| June 12, 2010                 | 11 am - 3 pm  | Hastings at Slocan              |
| June 16, 2010                 | 12 - 7 pm     | Central Library Branch          |
| June 19, 2010                 | 10 am - 4 pm  | Granville Island                |
| June 20, 2010                 | 12 pm - 6 pm  | Car-free Days, Commercial Dr.   |
| June 23, 2010                 | 11 am - 7 pm  | Collingwood Neighbourhood House |
| Aug. 28, 2010                 | 10 am - 4 pm  | Kerrisdale Days                 |
| Aug. 29 & Sept. 3, 4, 5, 2010 | 11 am - 11 pm | PNE Fair                        |

**Key Stakeholder Group Meetings:**

The Key Stakeholder Group (KSG) participated in fifteen meetings since January 2009 to the end of 2010. The KSG provided important feedback and input on the development of the Master Plan, consultation process and the initial stages of a governance review. Throughout the planning process, the KSG provided a valuable perspective on local and City-wide concerns and priorities. Meeting notes and materials from the KSG meetings are available on the project's website:

<http://vancouver.ca/pnepark/meetings/index.htm>

**Focus Group Workshops and Forums:**

In August and September 2010, Staff held several meetings with youth and Chinese residents from the Hastings - Sunrise community to obtain feedback on the proposed future plan for Hastings Park and the PNE. At these sessions, Staff presented the proposed concepts, facilitated discussion, answered questions and recorded comments (see Appendix 2 and 3). Most participants completed a questionnaire.

**Focus Group Workshops:**

| Date               | Group    | Location   |
|--------------------|----------|--|
| August 24, 2010    | Youth    | Hastings Community Centre                        |
| August 26, 2010    | Youth    | Frog Hollow Neighbourhood House                  |
| August 27, 2010    | Japanese | Japanese Community Volunteers Association Office |
| September 30, 2010 | Chinese  | Hastings Community Centre                        |

Staff also met with a group of Japanese Canadian organizations and interested residents to hear concerns and obtain feedback on their community's interests in Hastings Park and the Master Plan. The outcomes of this meeting were: 1) identifying the importance to the Japanese Canadian community the interpretation of the events surrounding the detention of Japanese Canadians during World War II within Hastings Park; and b) enhancements to Momiji Gardens be done in consultation with the Japanese Canadian community.

### **Open House Questionnaire Responses:**

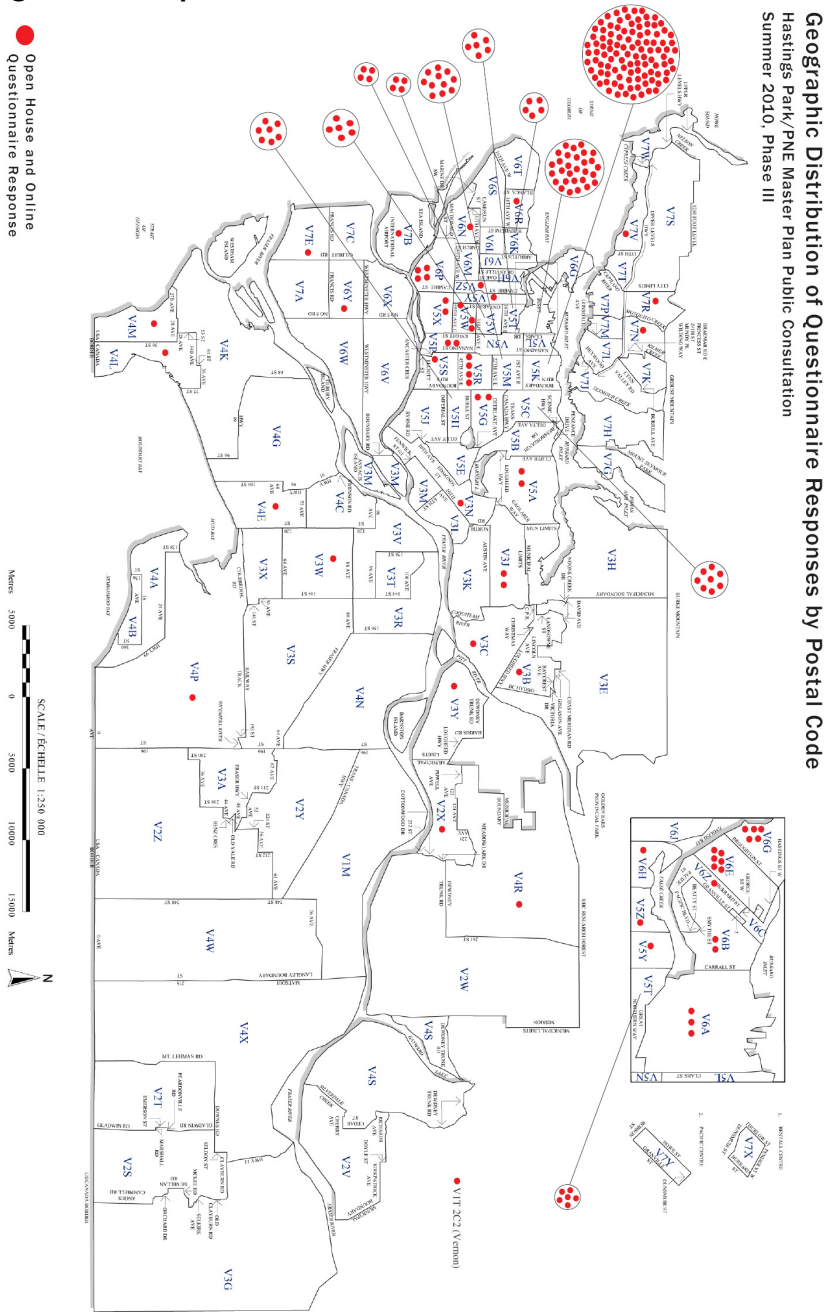
The purpose of the open house questionnaire was to garner feedback on the proposed detailed concept plan for the Hastings Park/PNE Master Plan. In particular staff were seeking the public's comments and level of support for:

- The overall Park and Fair-time Plan
- The proposed to pedestrian and bicycle amenities and connections to and within the park;
- The proposed ideas to traffic calm Renfrew Street;
- The proposed additional park spaces; and
- The proposed new and retrofitted PNE, festival and event spaces.

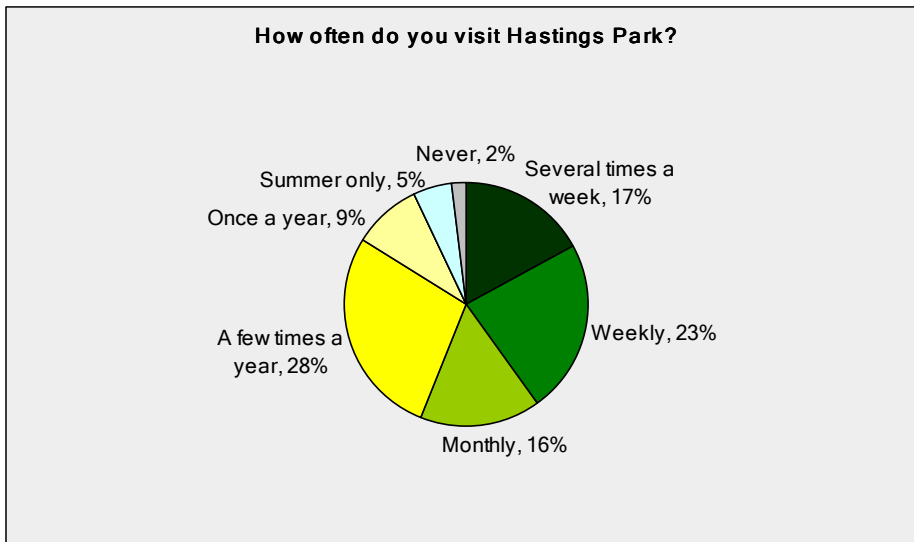
After each question, the public was also given the opportunity to provide further comments and open ended comments were welcomed at the end of the questionnaire. Comments rerecorded from the questionnaire were compiled and organized into main themes. The most frequent verbal (open houses) and written comments (questionnaires) are summarized after the graph/data associated with each of the questionnaire question. Although not representative of all comments, the summary provided on each page provides the flavour of the most common comments. It is important to note that 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.

The full compilations of the comments are available in a binder at the City Clerk's Office located on the 3rd floor of Vancouver City Hall.

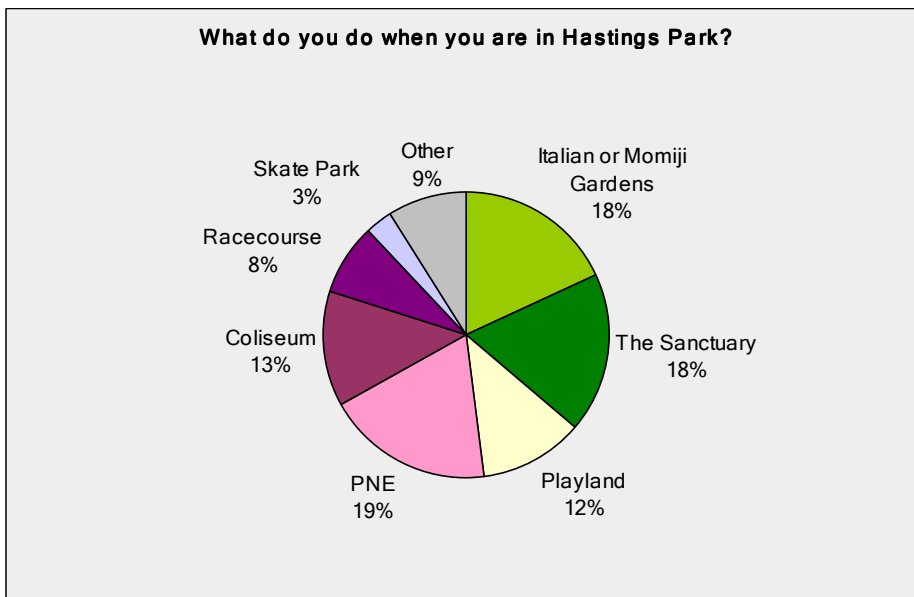
Figure 1: Respondents' Postal Codes



**Figure 2: Frequency of visits to Hastings Park**

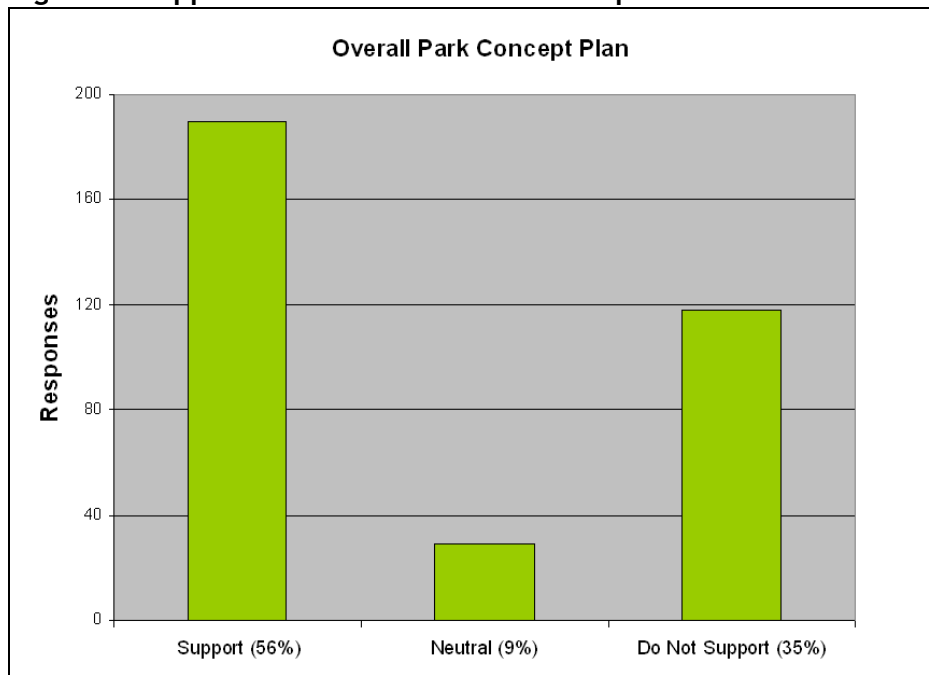


**Figure 3: Reason for visiting Hastings Park**



More than half of the respondents visit Hastings Park either weekly or monthly and the most common places people visit in the park, from greatest to least, were the PNE; the Italian Gardens, Momiji Gardens, or the Sanctuary; the Coliseum; the Playland, the Hastings Racecourse; and the Skate Park (Figure 2 and 3).

The following graphs summarize the questions from the open house questionnaire and include the most frequent comments (summarized in the green boxes below). For each graph, the questionnaire question is provided in the yellow boxes to the right.

**Figure 4: Support for the overall Park Concept Plan**

**Question 1**  
(A Day at the Park):

Generally, do you support the proposed illustrated concept plan for Hastings Park as shown in panel D?

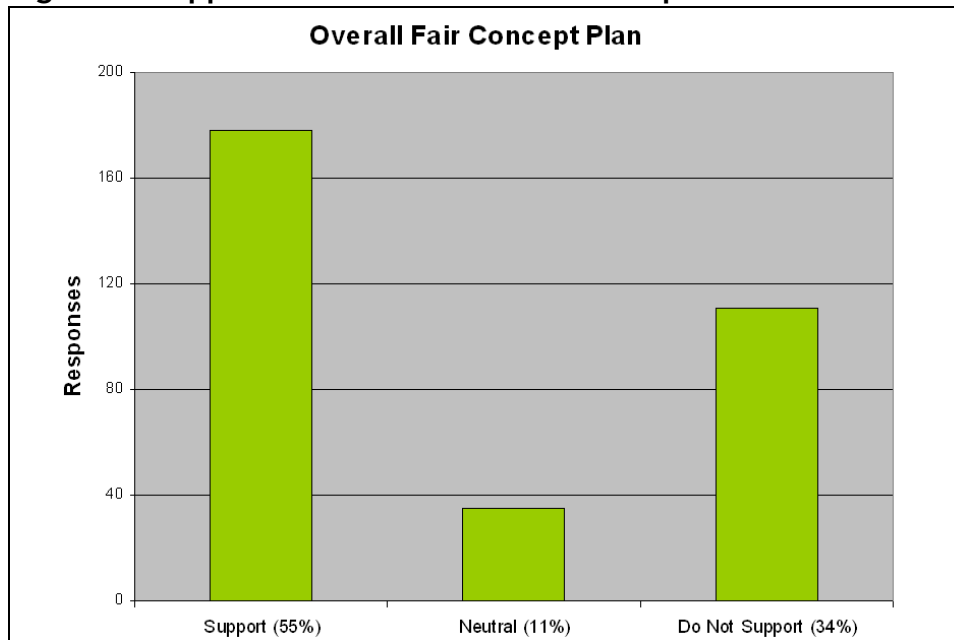
There was majority support (56%) for the overall proposed park concept plan (Figure 4). This figure was compared to questions later-on in the questionnaire (Figure 6 and 8) that gauges the public's support for individual park components (e.g. greenways, Festival Meadow, Garden's Garden, Festival Plaza, etc.). The individual park components received very high support indicating that it is not the pieces of the park plan but either an overarching principle or one key issue that the public does not support.

Those who supported the overall park plan liked the goal of creating more park space, linking these green spaces together, and creating an active urban park. Those who did not support the overall park plan generally did not support the types of proposed park spaces (e.g. preference for naturalized/habitat green space and not some of the proposed meadow or urban plaza areas) and/or felt that there should be either more or less than the proposed amount of green space (e.g. some felt that the current green spaces are not highly used or feel unsafe so additional green space is not supported).

The most frequent comments from all questionnaire respondents opposing the overall park concept were:

- New park space should be even larger
- New park spaces should be more naturalized/conservation focused
- Don't support current or proposed amount of commercial activity
- Current green spaces (e.g. Sanctuary and Italian Gardens) are hardly used/don't feel safe
- If green spaces are built first then could support the other components of the plan (e.g. willingness to trade-off)
- Safety concerns (better lighting and security in the park)



**Figure 5: Support for the overall Fair Concept Plan**

**Question 2**  
(A Day at the Fair):

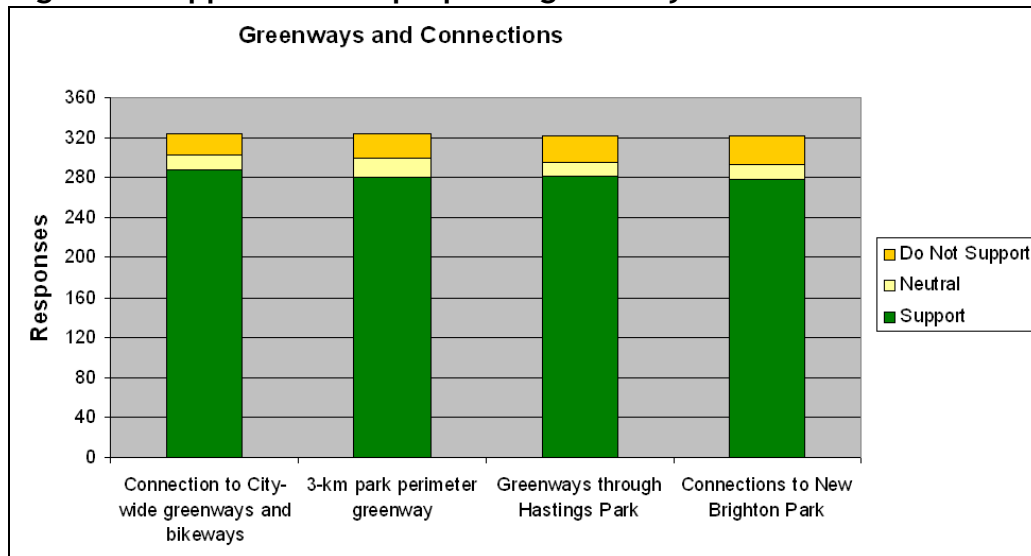
Generally, do you support the proposed illustrated concept plan as shown in Panel E?

There was majority support (55%) for the overall proposed fair concept plan (Figure 5). Again, these figures were compared to a question later-on in the questionnaire (Figure 9) that gauges the public's support for individual fair components (e.g. upgrading the Livestock building and amphitheatre, proposal to build a new building, the Festival Plaza, etc.). The individual fair components received some support, with the proposed flat floor building receiving mild support. This suggests that there were some fair components that prevented people from being able to approve the overall fair concept.

Those who supported the overall fair plan liked the goal of upgrading and renewing the site to support year-round activities and/or increasing Playland with new rides and greenery. Those who did not support the overall fair plan generally did not support further commercialization of the site (e.g. larger Playland and new proposed building), larger fair perimeter, the proposed parking/access plan, or another plan that could cause negatively impact the fair. Some of these comments are evident in the data from Figure 9).

The most frequent comments opposed to the overall fair concept were:

- Don't support further commercialization of the site including larger Playland and/or proposed flat-floor building
- Don't agree with larger fenced Fair perimeter
- Don't support the parking locations, access, or proposed number of stalls (either too many stalls or not enough)
- Keep the Fair as it is now (don't remove Admin Building and no more new park space)
- The Fair needs to update its current programming (reason for attendance drop) - be more creative and showcase more agriculture, community exhibits (e.g. crafts, hobbies) and the Challenger map
- Mitigate noise impacts on neighbourhood from PNE and Playland

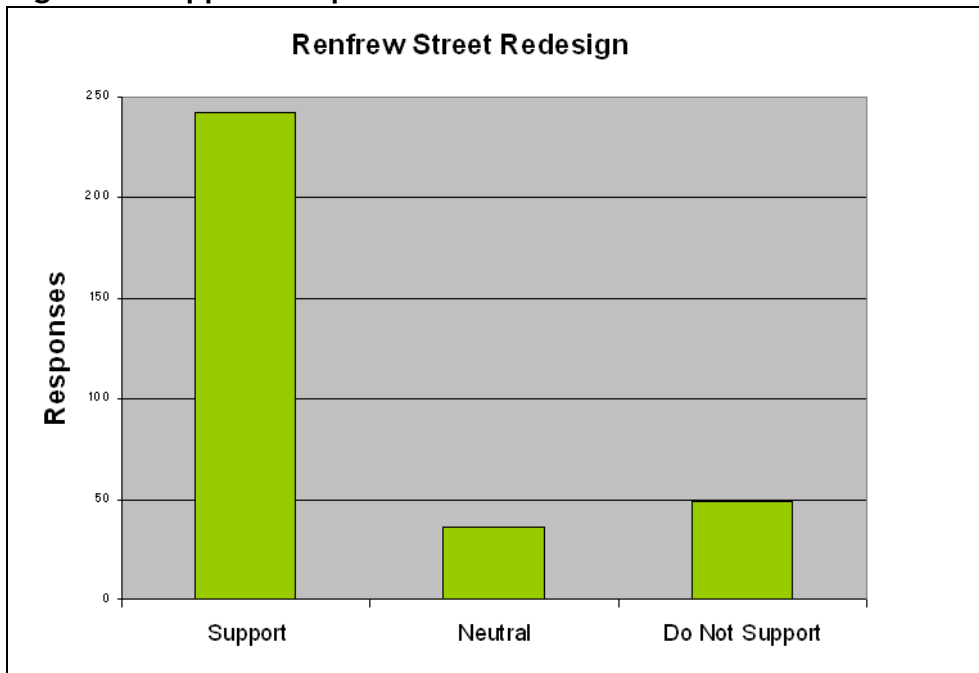
**Figure 6: Support for the proposed greenways and connections****Question 3:**

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

There was strong support by all respondents including the Hastings - Sunrise community, for the greenways and connections to Hastings Park (Figure 6). The most frequent comments were:

- Perimeter of Hastings Park has high traffic volumes (not ideal for walking/cycling)
- People mostly visit the park by car
- Improve connections to all neighbourhoods (e.g. especially south of Hastings and Vancouver Heights)
- Top priority is to improve connection to New Brighton Park
- Create inviting park entrances
- Safety concerns if pathways are designed as shared-use

**Figure 7: Support for plans to traffic calm Renfrew Street**

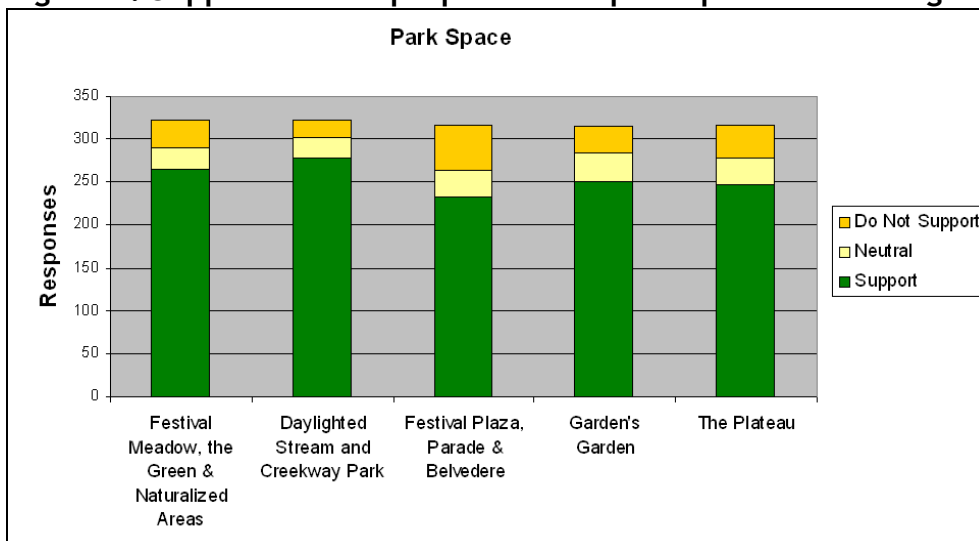


**Question 4:**  
 Do you generally agree with the proposed ideas:  
 1) streetscape buffer  
 2) remove one lane add to park for Perimeter Greenway  
 3) traffic calm and pedestrian gateways to Hastings Park

There was strong support by all respondents including the Hastings - Sunrise community, for the proposed redesign options for Renfrew St. (Figure 7). The most common comments about Renfrew Street were:

- If the idea is to activate the site year-round and place most of the parking in the north/northwest, then current capacity of Renfrew St. will be needed
- Narrowing Renfrew St. must happen along with neighbourhood traffic calming
- Extend enhancements and connections to northern end of Renfrew St. (Narrowing Renfrew will have impact on McGill and Hastings)
- Key streets of concern: Dundas St. and Kaslo St.

**Figure 8: Support for the proposed new park spaces in Hastings Park**

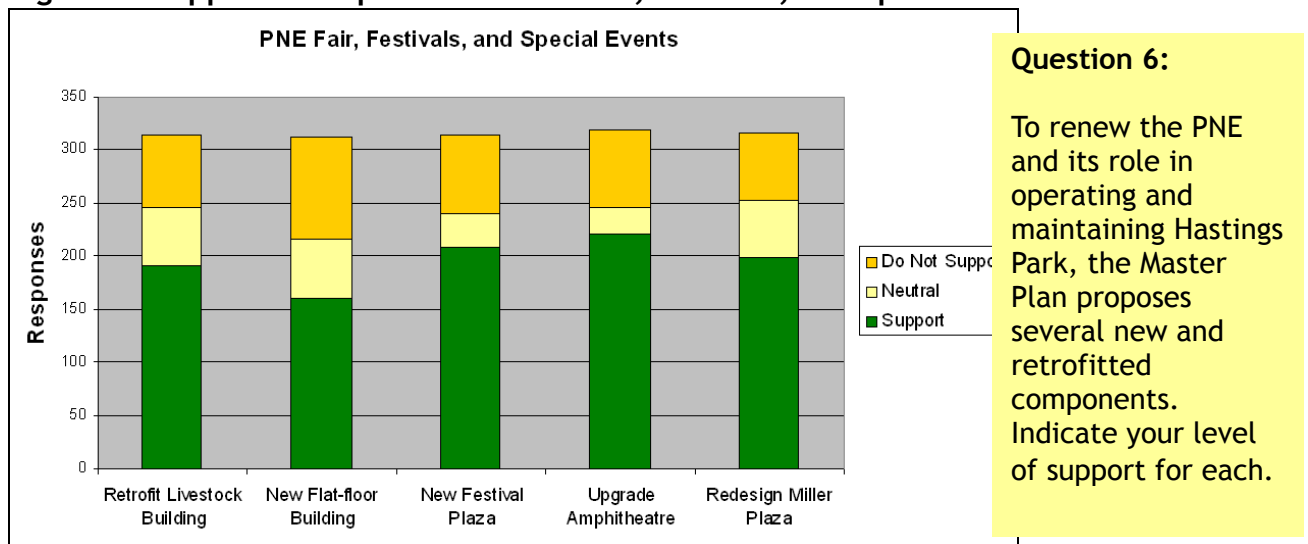


**Question 5:**  
 The Master Plan proposes to add more park space in many different forms, especially within the southern portion of the site. Please indicate your level of support for each new park space described below.

There was strong support by all respondents including the Hastings - Sunrise community, for the proposed new park spaces (Figure 8). The most common comments about the proposed new park spaces were:

- Will only support natural/conservation type spaces (plazas not considered park)
- Current green spaces are hardly used/don't feel safe, so no more park space
- Stream corridor is too narrow
- More critical mass of park space
- Additional green space takes away space that could be used during the PNE Fair
- Create a dog park and play area for children
- Keep stands in Empire Fields
- More washrooms
- Place for families to relax and take a break during PNE (e.g. water park)

**Figure 9: Support to improve the PNE Fair, festivals, and special events**



There was strong support for the proposed new and retrofitted spaces that will allow for the success of the Fair, festivals, and special events (Figure 9). Of all the proposed components, the new flat-floor building received the least support. The most common comments regarding the proposed ideas for the PNE Fair, festivals and special events were:

- No further commercial activity or developed areas (plaza)
- Don't believe Hastings Park should have to pay for itself
- Proposed flat-floor building is further commercialization of the site
- Concerned with aesthetics, light, or location of underground building
- Community impacts (noise/traffic) from proposed year-round activities
- Loss of Plaza of Nations is well timed with upgrading the Amphitheatre
- Would like independent cafes and restaurants

## **Additional Comments**

At the end of the questionnaire, the public was able to include open-ended comments. The following summary highlights the most common themes.

### **Size of Playland**

- Concern with expansion size of Playland
- A greater Playland is okay in a greater park

### **Parking**

- Too much parking, too little parking, in the wrong locations (e.g. parking in the northeastern corner and park space in the northwest corner), or should go underground
- Empire fields needs parking at both baseball diamonds
- Concerned about access/traffic flow to and out of parking lots

### **Transportation**

- Generally need more buses; transit should be incorporated into the price of tickets for major events (like the Olympics)

### **First Nations**

- No reference to First Nations in the Plan

### **Governance**

- The key success of Hastings Park, PNE, and Playland will be who governs and programs it
- Future governance should be a multi-lateral agency with strong festival, event, and conservation expertise

### **Implementation**

- Green space and New Brighton connection needs to come first
- Start implementation now
- Revenue should not be poured into the PNE expansion without an equal investment into the quiet park elements as well as achieving a better balance between these two very different uses
- Make results, changes and improvements timely. Local residents have been waiting a long time and are very apathetic towards believing that things will actually happen

### Advertising Methods for 2010 Open Houses and Chinese Forum:

| Advertising Medium   | Quantity | Dates Advertised   | Location  |
|--|----------|--|---|
| Courier and Georgia Straight Newspaper Ad                        | 3        | June 3 <sup>rd</sup> , June 11 <sup>th</sup> , and August 18 <sup>th</sup> | Vancouver-wide  |
| Ming Pao and Sing Tao ad   | 2        | September 25 <sup>th</sup>   | Vancouver-wide  |
| Translated Chinese invitations                                   | 500      | Between September 15 <sup>th</sup> and 30 <sup>th</sup>                    | Handed out invitations via program leaders at neighbourhood houses, community centres, and VSB workers in Hastings/Sunrise community. Distributed invitations to Chinese dance group who use the Pacific Coliseum Plaza |
| Posters in English and Chinese (in Hastings - Sunrise community) | 75       | Between June 1 <sup>st</sup> and August 25 <sup>th</sup>                   | Placed in libraries, community centres, city poles, and coffee shops near all open house locations  |
| Pamphlets and Bookmarks  | 2,000    | Between June 1 <sup>st</sup> and Sept 6 <sup>th</sup>                      | Placed in libraries, community centres, and coffee shops near all open house locations; bookmarks distributed during open houses  |
| Banners (2x10 ft)  | 4        | Between May 25 <sup>th</sup> and August 25 <sup>th</sup>                   | Banners were placed in the following neighbourhoods prior to open house events: Hastings - Sunrise, Grandview - Woodland, and Renfrew Collingwood   |
| School flyers  | 5,000    | From May 25 <sup>th</sup> to May 28 <sup>th</sup>                          | Distributed to 13 elementary schools in the Hastings - Sunrise and Grandview - Woodland communities   |
| Hastings Park Website  |          | Initial posts and then updates from May 25 <sup>th</sup> onwards           | Open house dates + locations posted dates on website  |
| Hastings Park pages on vancouver.ca                              |          | June 5-12 <sup>th</sup>  | Project website link on front page of City website  |
| Community calendars and email list-serves                        |          | From May 25 <sup>th</sup> to August 25 <sup>th</sup>                       | Posted on City's Community Calendar and send dates to Hastings Park email list  |
| Social Media (Facebook and Twitter)                              | 14       | Between June 9 <sup>th</sup> and Sept 6 <sup>th</sup>                      | Tweeted and posted on Facebook once for each open house   |

## Main Comments from Youth Sessions:

(in no particular order)

|  |
|--|
| <b>Overall Park Concept</b>  |
| I like the idea of bringing everyone to enjoy the park   |
| I support more planting of trees and greening  |
| I support the gardens, greening, and park spaces   |
| Thin trees along Hastings and Renfrew to open up view so it's safer  |
| The park is boring so ensuring activities yr round is a good idea  |
| Remove parking lots south of Hastings Street   |
|  |
| <b>Overall Fair Concept</b>  |
| Widen Miller Plaza   |
|  |
| <b>Greenways and Connections</b>   |
| A connection to New Brighton is much needed  |
| Build overpass to New Brighton Park; improving tunnel connection seems redundant                             |
| I like the tunnel connection to New Brighton Park  |
| Overpass is a luxury; not really needed  |
|  |
| <b>Renfrew Street</b>  |
| Not a lot of cars on Renfrew, so its current width is a waste of space                                       |
| Renfrew is fine the way it is  |
| Bulges are not necessary; crosswalks are more important  |
| This redesign is expensive - just put in crosswalks and bulges   |
| Don't narrow Renfrew St. if it will make buses slower  |
|  |
| <b>Proposed Park Spaces</b>  |
| Not sure many people will use the Plateau  |
| Add more benches and garbage cans  |
| Greening the park sounds good, but concrete is good for large crowds; proposed plan may not be as accessible |
| Support Garden's Garden because it can be used for educational purposes                                      |
| I support the daylighted stream  |
| Make a hill for the festival meadow for winter sledding.   |
| Add a water park   |
|  |
| <b>PNE Fair, Festivals, and Special Events</b>   |
| Support a covered performance stage  |
| Not sure about safety of an underground building; doesn't sound inviting                                     |
| Like idea of a green roof for the new building but then no windows either                                    |
| I support expanding Playland and look forward to the new rides   |

**Main Comments from Chinese Forum:**

(in no particular order)

|  |
|--|
| <b>Overall Park Concept</b>  |
| Improve Hastings Park as a tourist destination - build attractions and scenery     |
| More washrooms throughout the park   |
|  |
| <b>Greenways and Connections</b>   |
| More washrooms in New Brighton Park  |
| Better signage for vehicles and people to get to New Brighton Park                 |
| The best is to make sure the park is accessible by bus                             |
|  |
| <b>Proposed Park Spaces</b>  |
| Build a shelter for tai chi area (maybe a retractable roof)                        |
|  |
| <b>PNE Fair, Festivals, and Special Events</b>                                     |
| Increase the number of rides   |
| Expand the length of the PNE Fair by another week (3 weeks total)                  |
| Increase the number of shows - have tickets available in advance to avoid line-ups |
| Increase promotion   |





VanRIMS No.: 08-3000-11

**MEMORANDUM**

September 16, 2010

**TO:** Dave Hutch, Community Services Group  
**CC:** David Lewis, Bicycle Program Coordinator  
**FROM:** Nicole Ludwig  
Meeting Coordinator  
**SUBJECT:** Bicycle Advisory Committee Motion re: Hastings Park/PNE Master Plan

At the Bicycle Advisory Committee meeting on September 15, 2010, it was

MOVED by Gertjan Hofman  
SECONDED by Meghan Winters

THAT the Bicycle Advisory Committee recommend to Council

- A. THAT Council support, in principle, the cycling infrastructure included in the Hastings Park/PNE Master Plan.
- B. THAT a priority be given to the east-west connection for commuters.
- C. THAT staff look at increasing bike parking, and making signage and/or wayfinding more visible.
- D. THAT staff look at:
  - i. a separated connection from Adanac Street to the gate at Renfrew Street;
  - ii. all pathways identified on site be widened to accommodate pedestrian traffic and a separated bike path;
  - iii. the option of creating a bike path along Pender Street; and
  - iv. connections along Renfrew Street to the Portside Bikeway.

- E. THAT pedestrian and bicycle connection be prioritized as the Hastings Park/PNE Master Plan is implemented.

CARRIED UNANIMOUSLY  
(Keltie Craig absent for the vote)

Nicole Ludwig  
Meeting Coordinator  
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*fax: 604.873.7419*  
*nicole.ludwig@vancouver.ca*

**PNE Master Plan**  
**Improved Playland, Livestock Building and New Flat Floor Building**  
**Modeled for Demonstration Purposes Only**

|  | 1                   | 2                   | 3                    | 4                    | 5                    | 6                    | 7                    | 8                    | 9                    | 10                   | 11                   | 12                   | 13                   | 14                   | 15                   |
|--|---------------------|---------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Attendance</b>                              |                     |                     |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| PNE  | 800,000             | 900,000             | 875,000              | 850,000              | 900,000              | 875,000              | 1,150,000            | 1,150,000            | 1,000,000            | 1,000,000            | 1,150,000            | 1,000,000            | 1,000,000            | 1,150,000            | 1,100,000            |
| Spring/Fall Festivals                          | 0                   | 0                   | 20,000               | 30,000               | 40,000               | 40,000               | 75,000               | 75,000               | 65,000               | 65,000               | 65,000               | 65,000               | 65,000               | 65,000               | 65,000               |
| Winterfest                                     | 0                   | 0                   | 0                    | 0                    | 0                    | 0                    | 175,000              | 175,000              | 165,000              | 165,000              | 175,000              | 175,000              | 165,000              | 175,000              | 175,000              |
| Playland - Regular Season                      | 325,000             | 425,000             | 500,000              | 475,000              | 525,000              | 475,000              | 550,000              | 550,000              | 500,000              | 500,000              | 550,000              | 550,000              | 525,000              | 550,000              | 525,000              |
| Playland - Freight Night                       | 80,000              | 130,000             | 125,000              | 120,000              | 130,000              | 125,000              | 120,000              | 130,000              | 125,000              | 120,000              | 130,000              | 125,000              | 120,000              | 130,000              | 125,000              |
| <b>Total Attendance</b>                        | <b>1,205,000</b>    | <b>1,455,000</b>    | <b>1,520,000</b>     | <b>1,475,000</b>     | <b>1,595,000</b>     | <b>1,515,000</b>     | <b>2,070,000</b>     | <b>2,080,000</b>     | <b>1,855,000</b>     | <b>1,850,000</b>     | <b>2,070,000</b>     | <b>1,915,000</b>     | <b>1,875,000</b>     | <b>2,070,000</b>     | <b>1,990,000</b>     |
| <b>Fair - Revenues</b>                         |                     |                     |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| PNE  | \$5,500,000         | \$6,460,000         | \$6,280,000          | \$6,100,000          | \$6,460,000          | \$6,280,000          | \$8,260,000          | \$8,260,000          | \$7,180,000          | \$7,180,000          | \$8,260,000          | \$7,180,000          | \$7,180,000          | \$8,260,000          | \$7,900,000          |
| Spring/Fall Festivals                          | 0                   | 0                   | 170,000              | 255,000              | 340,000              | 340,000              | 637,500              | 637,500              | 552,500              | 552,500              | 552,500              | 552,500              | 552,500              | 552,500              | 552,500              |
| Winterfest                                     | 0                   | 0                   | 0                    | 0                    | 0                    | 0                    | 720,000              | 720,000              | 680,000              | 680,000              | 720,000              | 720,000              | 680,000              | 720,000              | 720,000              |
| <b>Total</b>                                   | <b>\$5,500,000</b>  | <b>\$6,460,000</b>  | <b>\$6,450,000</b>   | <b>\$6,355,000</b>   | <b>\$6,800,000</b>   | <b>\$6,620,000</b>   | <b>\$9,617,500</b>   | <b>\$9,617,500</b>   | <b>\$8,412,500</b>   | <b>\$8,412,500</b>   | <b>\$9,532,500</b>   | <b>\$8,452,500</b>   | <b>\$8,412,500</b>   | <b>\$9,532,500</b>   | <b>\$9,172,500</b>   |
| <b>Playland - Revenues</b>                     |                     |                     |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| Regular Season                                 | \$3,600,000         | \$5,610,000         | \$6,600,000          | \$6,270,000          | \$6,930,000          | \$6,270,000          | \$7,260,000          | \$7,260,000          | \$6,600,000          | \$6,600,000          | \$7,260,000          | \$7,260,000          | \$6,930,000          | \$7,260,000          | \$6,930,000          |
| Frigh Night                                    | 600,000             | 1,050,000           | 1,010,000            | 970,000              | 1,050,000            | 1,010,000            | 970,000              | 1,050,000            | 1,010,000            | 970,000              | 1,050,000            | 1,010,000            | 970,000              | 1,050,000            | 1,010,000            |
| <b>Total</b>                                   | <b>\$4,200,000</b>  | <b>\$6,660,000</b>  | <b>\$7,610,000</b>   | <b>\$7,240,000</b>   | <b>\$7,980,000</b>   | <b>\$7,280,000</b>   | <b>\$8,230,000</b>   | <b>\$8,310,000</b>   | <b>\$7,610,000</b>   | <b>\$7,570,000</b>   | <b>\$8,310,000</b>   | <b>\$8,270,000</b>   | <b>\$7,900,000</b>   | <b>\$8,310,000</b>   | <b>\$7,940,000</b>   |
| <b>Other Non-Fair - Revenues</b>               |                     |                     |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| Festivals (covered)                            | \$0                 | \$0                 | \$0                  | \$0                  | \$30,000             | \$40,000             | \$0                  | \$0                  | \$30,000             | \$0                  | \$0                  | \$40,000             | \$0                  | \$0                  | \$30,000             |
| Festivals (meadow)                             | 0                   | 0                   | 10,000               | 20,000               | 30,000               | 40,000               | 50,000               | 45,000               | 45,000               | 40,000               | 45,000               | 45,000               | 50,000               | 45,000               | 40,000               |
| Other General                                  | 0                   | 0                   | 200,000              | 300,000              | 400,000              | 500,000              | 600,000              | 550,000              | 500,000              | 500,000              | 550,000              | 500,000              | 500,000              | 500,000              | 500,000              |
| Forum  | 300,000             | 300,000             | 300,000              | 200,000              | 225,000              | 250,000              | 225,000              | 225,000              | 200,000              | 200,000              | 200,000              | 200,000              | 175,000              | 175,000              | 175,000              |
| <b>Total</b>                                   | <b>\$300,000</b>    | <b>\$300,000</b>    | <b>\$510,000</b>     | <b>\$520,000</b>     | <b>\$685,000</b>     | <b>\$830,000</b>     | <b>\$875,000</b>     | <b>\$820,000</b>     | <b>\$775,000</b>     | <b>\$740,000</b>     | <b>\$795,000</b>     | <b>\$785,000</b>     | <b>\$725,000</b>     | <b>\$720,000</b>     | <b>\$745,000</b>     |
| <b>Total Revenues<sup>1</sup></b>              | <b>\$10,000,000</b> | <b>\$13,420,000</b> | <b>\$14,570,000</b>  | <b>\$14,115,000</b>  | <b>\$15,465,000</b>  | <b>\$14,730,000</b>  | <b>\$18,722,500</b>  | <b>\$18,747,500</b>  | <b>\$16,797,500</b>  | <b>\$16,722,500</b>  | <b>\$18,637,500</b>  | <b>\$17,507,500</b>  | <b>\$17,037,500</b>  | <b>\$18,562,500</b>  | <b>\$17,857,500</b>  |
| <b>Indirect Expenses<sup>2</sup></b>           | <b>\$10,000,000</b> | <b>\$10,470,000</b> | <b>\$11,360,000</b>  | <b>\$11,010,000</b>  | <b>\$12,370,000</b>  | <b>\$11,780,000</b>  | <b>\$14,980,000</b>  | <b>\$15,000,000</b>  | <b>\$13,610,000</b>  | <b>\$13,550,000</b>  | <b>\$15,100,000</b>  | <b>\$14,180,000</b>  | <b>\$13,970,000</b>  | <b>\$15,410,000</b>  | <b>\$15,000,000</b>  |
| <b>Net Operating Income<sup>3</sup></b>        | <b>\$0</b>          | <b>\$2,950,000</b>  | <b>\$3,210,000</b>   | <b>\$3,105,000</b>   | <b>\$3,095,000</b>   | <b>\$2,950,000</b>   | <b>\$3,742,500</b>   | <b>\$3,747,500</b>   | <b>\$3,187,500</b>   | <b>\$3,172,500</b>   | <b>\$3,537,500</b>   | <b>\$3,327,500</b>   | <b>\$3,067,500</b>   | <b>\$3,152,500</b>   | <b>\$2,857,500</b>   |
| <b>Capital Investments<sup>4</sup></b>         | <b>\$4,000,000</b>  | <b>\$5,000,000</b>  | <b>\$7,000,000</b>   | <b>\$8,000,000</b>   | <b>\$1,000,000</b>   | <b>\$59,800,000</b>  | <b>\$5,000,000</b>   | <b>\$1,000,000</b>   | <b>\$1,000,000</b>   | <b>\$5,000,000</b>   | <b>\$1,000,000</b>   | <b>\$1,000,000</b>   | <b>\$5,000,000</b>   | <b>\$1,000,000</b>   | <b>\$3,000,000</b>   |
| <b>Estimated Debt Service<sup>5</sup></b>      | <b>(\$320,000)</b>  | <b>(\$730,000)</b>  | <b>(\$1,290,000)</b> | <b>(\$1,930,000)</b> | <b>(\$2,010,000)</b> | <b>(\$6,830,000)</b> | <b>(\$7,240,000)</b> | <b>(\$7,320,000)</b> | <b>(\$7,400,000)</b> | <b>(\$7,800,000)</b> | <b>(\$7,880,000)</b> | <b>(\$7,960,000)</b> | <b>(\$8,360,000)</b> | <b>(\$8,450,000)</b> | <b>(\$8,690,000)</b> |
| <b>Debt Service Coverage Ratio<sup>6</sup></b> | <b>0.00</b>         | <b>4.04</b>         | <b>2.49</b>          | <b>1.61</b>          | <b>1.54</b>          | <b>0.43</b>          | <b>0.52</b>          | <b>0.51</b>          | <b>0.43</b>          | <b>0.41</b>          | <b>0.45</b>          | <b>0.42</b>          | <b>0.37</b>          | <b>0.37</b>          | <b>0.33</b>          |

<sup>1</sup> Direct Net Revenues to the PNE<sup>2</sup> PNE Corporate, maintenance, and other indirect expenses<sup>3</sup> New net income to the PNE<sup>4</sup> Assumed interest rate of 7% over a 30 year period<sup>5</sup> Combined investments in Playland, the livestock building and in the flat floor building based on BTE estimates (excluding any parking or open space costs)<sup>6</sup> Cash available to finance debt assuming none of the net operating income from the previous year was utilized

| component          | year |     |     |     |   |      |   |   |   |    |    |    |    |    |    | total* |
|--------------------|------|-----|-----|-----|---|------|---|---|---|----|----|----|----|----|----|--------|
|                    | 1    | 2   | 3   | 4   | 5 | 6    | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |        |
| Playland           | 4    | 1   | 1   | 5   | 1 | 1    | 5 | 1 | 1 | 5  | 1  | 1  | 5  | 1  | 3  | 36     |
| Livestock Bldg     |      | 4.2 | 6.3 | 3.1 |   |      |   |   |   |    |    |    |    |    |    | 13.6   |
| FF Exhibition Bldg |      |     |     |     |   | 58.8 |   |   |   |    |    |    |    |    |    | 58.8   |
| annual investment  | 4    | 5.2 | 7.3 | 8.1 | 1 | 59.8 | 5 | 1 | 1 | 5  | 1  | 1  | 5  | 1  | 3  |        |

\*all figures in \$ millions

### Governance Mandate

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• <b>One governance model for the whole site</b></li> </ul>                 | <p>There is a single agent responsible for the park that has authority, responsibility, and is accountable to elected officials, regardless of the sub users: PNE, Pacific Coliseum, Playland, Hastings Park Racetrack, etc.</p>   |
| <ul style="list-style-type: none"> <li>• <b>Clear governance mandate</b></li> </ul>                                | <p>The governance model must include authorization to clearly realize the vision and mission established for Hasting Park.<br/>                 Be clear about the mandate. It will likely not satisfy everyone's needs/desires but a lot of conflict could be eliminated by clearly stating what this park is about and why.</p>  |
| <ul style="list-style-type: none"> <li>• <b>Board composition represents and is aligned with vision</b></li> </ul> |  |
| <ul style="list-style-type: none"> <li>• <b>Respect park functions as one of three major land uses</b></li> </ul>  | <p>Park, PNE, Racecourse</p>   |
| <ul style="list-style-type: none"> <li>• <b>Balancing of mandates</b></li> </ul>                                   | <p>The mandate for a new governance body should include the values of the PNE as well as the community. One should not take precedence over the other.</p>   |
| <ul style="list-style-type: none"> <li>• <b>Greater responsiveness</b></li> </ul>                                  | <p>The organization works with groups to resolve issues and with groups to create synergy. It does not operate in isolation to Metro Vancouver.<br/>                 The governance model must include ongoing avenues for public consultation, citizen participation and power-sharing.</p>   |
| <ul style="list-style-type: none"> <li>• <b>Staggered terms – term limits</b></li> </ul>                           | <p>Good governance provides a way to renew board members in ways that preserve knowledge and give the citizens a way to have a board of governors which reflects the neighbourhood in which it operates.<br/>                 Term limits support renewal and help prevent stagnation, concentration of power within a small group, loss of commitment, and even intimidation of stakeholders.</p> |
| <ul style="list-style-type: none"> <li>• <b>Monitoring and evaluation of community benefits</b></li> </ul>         | <p>Public procedures must be in place for regular reviews of how well the Board and management are meeting 'community benefits' objectives.</p>  |
| <ul style="list-style-type: none"> <li>• <b>Transparency governance reviews</b></li> </ul>                         | <p>Public procedures must be in place for regular reviews of how well the Board and management are meeting 'transparency' objectives.<br/>                 How this review of governance for Hastings Park is conducted and who is making decisions should be transparent.</p>   |

### Multi-Usage + Access

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• <b>Encourage volunteerism</b></li> </ul>   | <p>People want and are willing to do hands-on work around the greened areas</p>   |
| <ul style="list-style-type: none"> <li>• <b>Sustainability (social) - arts and culture that supports real and lasting community benefits</b></li> </ul> | <p>The physical plan addresses the environmental arm of sustainability but the governance model should entrench social sustainability for the park.<br/>                 For example, if it is determined that community arts programs are invaluable to the site, then there could be some regulations ensuring them access to the site for X # of days per year. This should include non-profit community groups.</p> |
| <ul style="list-style-type: none"> <li>• <b>Sports, arts, education, music festivals, entertainment</b></li> </ul>                                      | <p>The community is composed of neighbours as well as a number of groups that represent the activities they are</p>   |

|   |   |
|---|---|
|   | involved in: sports, arts, music, festivals, entertainment, gardening...  |
| <ul style="list-style-type: none"> <li>• <b>Guaranteed access by groups representing a broad range of activities</b></li> </ul> | Community groups have access to the decision makers in a way that respects that they are available at different times of the day, and different days of the week. |

### Accountability

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• <b>Accountability for the vision</b></li> </ul>                          | Public procedures must be in place for regular reviews of how well the Board and management are meeting 'accountability' objectives.   |
| <ul style="list-style-type: none"> <li>• <b>Ultimate responsibility remains with elected officials</b></li> </ul> | Hastings Park is owned by the people of Vancouver. The guardians of the park are those elected by them. To some extent their actions are delegated to staff, but they are the final authority in this matter, not an appointed board containing staff members. |
| <ul style="list-style-type: none"> <li>• <b>Clarity of Accountability</b></li> </ul>                              | There are clear and published lines of authority and delegation.   |

### Community

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• <b>Unfettered public access</b></li> </ul>                            | Prioritize park access for all residents (within balance of the 17 day Fair)   |
| <ul style="list-style-type: none"> <li>• <b>Values and principles for site "community benefits"</b></li> </ul> | The vision for Hastings Park must include development of a spectrum of different levels of citizen participation and power sharing to ensure a legacy of local/city wide community benefits result from decisions of the Board and management. |
| <ul style="list-style-type: none"> <li>• <b>Neighbourhood inclusively</b></li> </ul>                           | The neighbours feel welcome participating in the events at Hastings Park.  |
| <ul style="list-style-type: none"> <li>• <b>Responsive to and respectful of community</b></li> </ul>           | Community engagement is a spectrum of different levels of citizen participation and power sharing.   |
| <ul style="list-style-type: none"> <li>• <b>Recognition of local/city-wide interests</b></li> </ul>            | Stakeholders must have avenues for continuing input into the governance and management of Hasting Park.  |
| <ul style="list-style-type: none"> <li>• <b>End to 80 yrs of conflict</b></li> </ul>                           |  |

### Park Identity + Priority

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• <b>A park with a fair in it</b></li> </ul>                   | Hastings Park is the Park, the PNE happens at Hastings Park. Horse racing happens at Hastings Park. Circus West happens at Hastings Park, etc. |
| <ul style="list-style-type: none"> <li>• <b>Governance should start with park planning</b></li> </ul> | Governance should support the vision of a 'park with a fair.'  |
| <ul style="list-style-type: none"> <li>• <b>Park uses and green spaces prioritized</b></li> </ul>     |  |

### Park Board

|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• <b>Park Board governance (at least over green space)</b></li> </ul> | Need for a separate body to oversee the "public park" areas   |
| <ul style="list-style-type: none"> <li>• <b>Why not Parks Board?</b></li> </ul>                              | Why is the Park Board not in charge of this park but is in charge of all other parks in the City? Is this a conflict of mandate because there are commercial interests at this park? Need to clarify why Hasting Park is unique in this regard. |

**Hastings Park/PNE Master Plan**

**Steering Committee - Governance Principles/Best Practices Highlights**

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**October 14, 2010**

- Govern the whole Park as one entity
- Be accountable to your vision + mission
- Monitor progress and report regularly
- Ability to successfully execute a Master Plan
- Encourage community participation/volunteerism
- Nurture community pride + ownership in your site
- Innovation in partnerships and fundraising
- Balance of public and private uses
- Provide core facilities and services to third parties
- Operate cross-functionally within the Park
- Celebrate your region and its unique attributes
- Provide year round, diverse programming + incidental encounters
- A busy park is a safe park

100 years of fun!

## A Century of Tradition at Hastings Park

In 1910, Sir Wilfred Laurier addressed the crowds of the first PNE Fair and wished its organizers success in making this beautiful park a great “meeting place of the people”...

100 years later, the PNE remains just that... a vibrant and dynamic organization dedicated to providing millions of guests each year with first class cultural, sporting and family entertainment as well as access to a diverse and active public park. Every year, guests enjoy a wide range of experiences that emulate the diversity of our city and after a century at Hastings Park, the PNE is proud to remain the epicentre for events that entertain and help shape the experience of our city and residents. We embrace our tradition as Vancouver’s favourite place to celebrate and proudly serve as the hub of social, community and cultural activities in Vancouver.

Every year, in addition to hosting the annual summer Fair at the PNE, the longest-running and best-attended event in British Columbia, the PNE thrills over 300,000 guests at Playland Amusement Park and hosts millions of guests at concerts, sporting events, community festivals and cultural activities. Throughout the year, the team proudly operates and manages the Hastings Park facilities on behalf of the city, which include the Pacific Coliseum, the Agrodome, the Garden Auditorium, the Forum, Rollerland, the Barns, and Playland. In addition to producing and hosting a diverse range of events on-site, the PNE also maintains and cares for 114 acres of gardens and parkland and actively encourages public access to, and use of, the beautiful Hastings Park site throughout the year for walking, jogging, family picnics, riding a bike or walking the dog.

The PNE is a non-profit registered charity owned by the City of Vancouver and for 100 years, this city owned asset has operated from, and has been the primary steward of, the celebration site we know as Hastings Park. In December 2009, City Council requested that the PNE Board of Directors undertake a review and articulate their vision of the PNE’s mission as we enter a new century of operation.

## Mission of the PNE

Throughout the PNE’s 100<sup>th</sup> anniversary celebrations, we have been reminded that the PNE is not just 100 years old, it is 100 years strong. The organization is poised for a bright future and the heart of the PNE story is providing great moments of celebration, sport, music and play; a place to showcase BC’s innovation and agricultural heritage; a place to spend times with family and friends and do so in a great public space. We believe this story remains core to the PNE’s Mission today and into the future. Through the PNE’s stewardship of this city land, it is our mission to provide the community with a celebration site that reflects our city’s evolving needs and diversity.



100 years of fun!

*The PNE is committed to enriching the quality of life at Hastings Park by providing a wide range of family entertainment and events that invite our guests to celebrate Vancouver's, heritage, culture and the interests of our diverse communities within a vibrant urban public park. We embrace our tradition as Vancouver's favourite place to celebrate and proudly serve as the hub of social, agricultural, community, leisure and cultural activities in Vancouver.*

*We remain dedicated to ensuring the long term success and sustainability of the PNE at Hastings Park, to meeting the celebration needs of the communities we serve and to ensuring access to and care of the park in an environmentally responsible and financially self sufficient manner.*

## **PNE Core Values**

The Board of Directors supports the PNE's continued commitment to achieving this mission through the underlying set of core values that impact every aspect of the PNE's commitment to staff and the guests we serve. These values are:

- ❖ Strive for excellence, always, in everything we do
- ❖ Remain industry leaders by providing the best entertainment value for our guests in a clean, safe and fun environment
- ❖ Remain community leaders through proactive programs, communication and community engagement
- ❖ Build on our history and tradition while proactively creating our future
- ❖ Treat all partners, employees and guests with integrity, fairness and respect.
- ❖ Stay committed to growing the financial and social sustainability of the organization and the Hastings Park site while reducing our environmental footprint

The greatest strength of the PNE has always been our people and our ability to respond to changing times and reflect the emerging needs of our guests, the community and our city. We look forward to building upon 100 years of tradition to help shape a celebration site and unique urban park that allows for great events, experiences and many more generations of memories.

As the PNE Board of Directors, we are confident that through this mission, the PNE's business minded and community minded philosophy will continue to make this a financially viable, environmentally sustainable organization that benefits the City of Vancouver, Metro Vancouver and British Columbia socially, economically and culturally well into the future.