



# Hastings Park and Playland Redevelopment: Vision and Business Case

Vancouver City Council

June 14, 2016



# Objectives

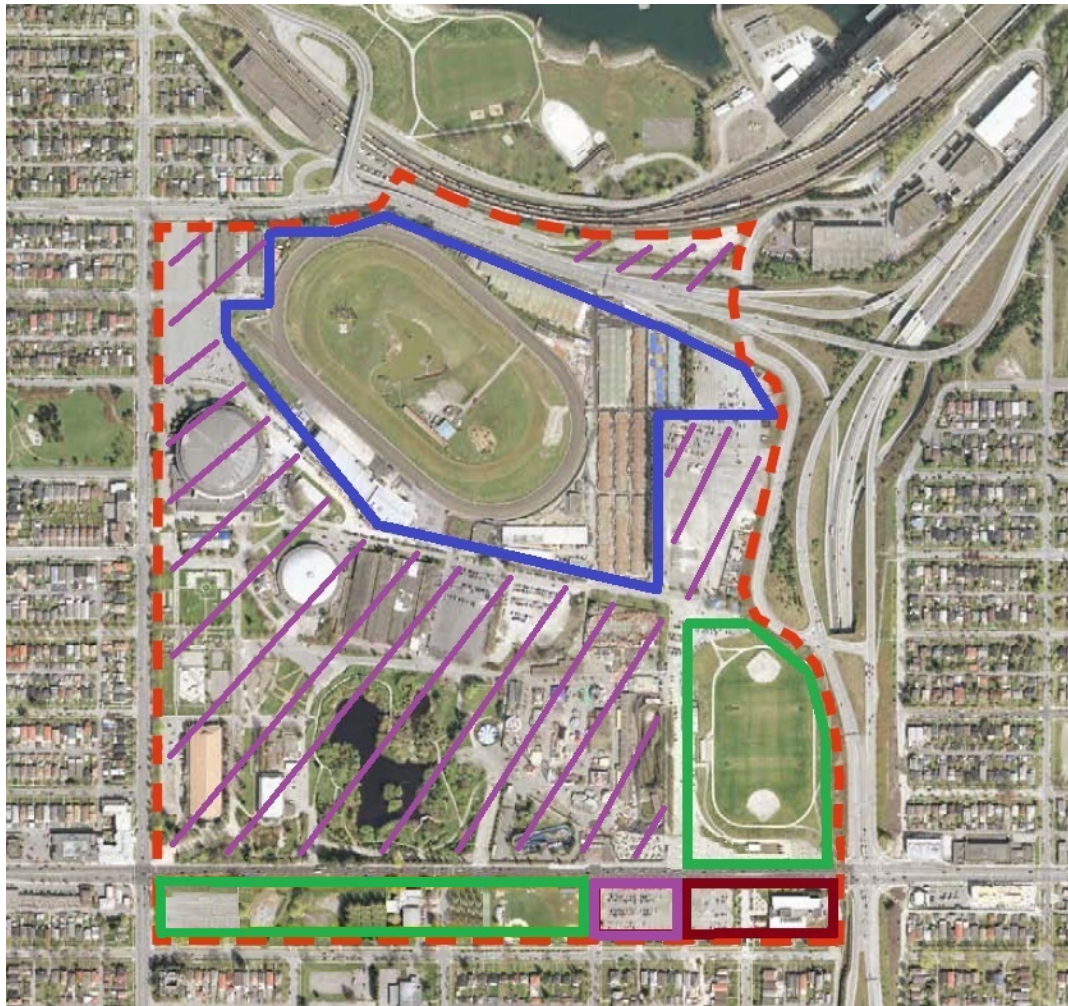
1. Provide overview of PNE & Hastings Park
2. Provide update on:
  - I. Hastings Park/PNE Master Plan
  - II. Proposed Playland Redevelopment Plan
3. Seek Council approval to proceed with next phase of work on Playland redevelopment



# PNE Background

- Founded in 1910
- Ownership transferred from Province to CoV in January 2004
- Governed by Council-appointed Board of Directors
  - Chair: City Council representative (Councillor Louie)
  - Vice chair: GM of the Parks and Recreation
  - Other Board members: Senior City Staff (City Manager, CFO, GM of Community Services); non-City directors

# Orientation to Hastings Park



-  **Hastings Park Boundary**
-  **Operated by Great Canadian Casinos with lease to COV**
-  **Area operated by E Comm 911**
-  **Area operated by Park Board**
-  **Area operated by PNE**



# PNE Revenue Operations

## The Fair (15 days)

- Exhibits, entertainment, rides & attractions
- ~750,000 guests

## Year Round Events

- ~ 1,000 event days
- Concerts, family shows and trade/consumer shows

## Playland (100 days)

- Rides & attractions
- ~300,000 guests

## Fright Nights (18 days)

- Haunted houses, rides
- ~75,000 guests



# Parks & Open Spaces

- \$6 million annual investment in park care and facilities maintenance funded from PNE operating revenue
- Full time gardening team on staff year round
- Italian and Momiji gardens are tended by specially trained horticulturalists, in consultation with CoV, VPB and Vancouver Japanese Gardeners Association



# Site Assets



## **Pacific Coliseum (capacity 17,000)**

- \$22 million Olympic upgrades 2006 - 2009
- Unique floor configuration



## **PNE Amphitheatre (capacity 7,000)**

- Unique view of North Shore from venue
- Needs permanent infrastructure and greening



## **Forum Building (capacity 3,950)**

- Heritage Building from the 1930's
- 40,000 sqft covered flexible space for concerts, trade and consumer shows



# Site Assets



## **Garden Auditorium (capacity 1,100)**

- Heritage Music Hall 1930's
- Sprung dance floor
- Current community use: Circus West



## **Agrodome (capacity 3,500)**

- Used for special events , trade shows and film
- Current community ice use: Arena (Sep – Mar)



## **Livestock Building (142,000 ft<sup>2</sup>)**

- Significant historical asset
- Dirt floor limits use currently



# Site Assets



**The Sanctuary**

9 acres

**Italian Gardens**

3 acres

**Momiji Garden**

1.75 acres

**Centre Grounds**

1.5 acres

**Creekway Park**

3.2 acres

**Playland 15 acres**

- 38 rides and attractions
- Currently 15 acres
- Economic engine for the site



# Hastings Park Master Plan

## Review and Progress Update





# Master Plan Chronology

- 2006**
  - Council decides that PNE will stay at Hastings Park
  - Council greenlights visioning and Master Planning process to redefine the future of Hastings Park
- 2010**
  - Council adopts new Master Plan for Hastings Park
  - Council greenlights the start of Phase 1 of Playland Redevelopment
- 2013**
  - Council adopts Governance model for Hastings Park, under new PNE Board



# Master Plan Overview

**Vision** To create a Fair in a Park – a significantly greener and more publicly accessible Hastings Park which renews Vancouver’s historic annual fair and amusement park, while ensuring economic vitality and long-term sustainability of Hastings Park and PNE organization.

## Key Elements of Master Plan

- Increase green space and habitat to 50% of total site
- **Redevelop Playland** (15 to 22 acres) to serve as economic engine
- Develop **“Heart of the Park”** – a central celebration zone leveraging Indoor space of Livestock building, Outdoor urban plaza & Amphitheatre
- Daylight a stream linking Sanctuary to Burrard inlet through Heart of the Park
- Build amenities and infrastructure to service broad needs (Festival Meadows, Belvedere)





# Master Plan Overview

- \$200-300 million development plan (in 2010 \$) over a 20-30 year period
- Next step – focus on revenue generating engine (i.e. Playland)
- Revenue generation to balance sustainability and greening initiatives of Master Plan
- Several greening projects completed to date

# Master Plan Status

## Projects Completed to Date

### **Park and Open Spaces    \$12 million**

Creekway park

Empire Fields

Plateau Park

Temporary Greenways

Park Identity and Signage



### **Buildings and Facilities    \$7 million**

Livestock Building Roof/Seismic Upgrade

Garden Auditorium Asbestos Abatement

Playland Redevelopment Plan

Site Infrastructure Study



# Upcoming Priority Projects

## 1. Playland Redevelopment (expansion and greening)

- Ph1 = 2017 – 2021 (5yr)
- Ph2 = 2019 – 2027 (8yr with 2 year overlap)
- \$120M total over 10 years
- Starting with \$1.5 million for further study and detailed design

**Playland**



## 2. Heart of the Park

- Amphitheatre ~\$7 million
- Livestock Building TBD
- Festival Plaza TBD
- Day Lighted Stream ~\$3 million

**Heart of the Park**





# Proposed Playland Redevelopment Plan







# Playland – a valued asset to Vancouver

## Playland supports the City's long-term goals:

***People:*** Cultivate and sustain vibrant, creative, safe and caring communities for the wide diversity of individuals and families who live in, work in and visit Vancouver

- 60% of Playland patrons are families with household income below \$70,000
- Many local & regional residents are not in a position to travel to theme parks outside of region (e.g. Disneyland)

***Environment:*** Protect and enhance Vancouver's climate, ecology, natural resources and connections to the city's remarkable natural setting for future generations

- Playland is the economic engine for Hastings Park
- Redevelopment of Playland supports City's sustainability initiatives & help fund maintenance of increased green space as part of Master Plan

***Prosperity:*** Provide and enhance the services, infrastructure and conditions that sustain a healthy, diverse and resilient local economy

- Playland has potential to become a world class theme park, supporting local economy & increasing jobs



# Playland Redevelopment Supports Key Council Priorities

## **Greenest City Action Plan**

- Better waste diversion, improved energy efficiency, increased green space

## **Urban Forest Strategy**

- Increased canopy cover & pervious ground area; storm water reclamation

## **Healthy City Strategy**

- Locally sourced food, active lifestyles & people connecting outdoors

## **Tourism Vancouver's 2015 Strategic Plan**

- Be a global leader in visitor experiences; improve tourism content

## **Transportation 2040**

- Improved & expanded bike & pedestrian access to/from park

## **Vancouver Economic Commission Strategy**

- Support creative economy & showcase technical innovation in design/planning



# Playland's Potential

- Economic and financial feasibility studies support need for a larger theme park in the Metro Vancouver region
- Redevelopment will allow Playland to become a world class theme park, increasing both local and tourism visits
- Redevelopment will increase employment and access to critically important first jobs for youth
- This is also an investment in the creative economy
- Will provide access to better entertainment options for locals of all means, including those unable to travel to larger theme parks like Disneyland



# Council-adopted Guiding Principles

- Playland expands from 15 acres to 22 acres to drive economic growth
- Transition from a hardscape amusement park to a world class family oriented theme park
- Park entrance moves off of Hastings Street to allow for additional green space and bike/pedestrian connectors
- Transformation to be completed over 2 phases spanning 10 years





# Playland Business Case

- If expanded and themed, completed studies forecast:
  - Playland attendance to grow from approximately 530,000 to 815,000
  - Total attendance grows from 1.1 million to 1.6 million guests/yr
  - Playland revenues increase from \$19.5 million to over \$40 million /yr
  - Total revenues grow from ~\$50 million/yr to ~\$80 million/yr
- Playland is the main economic driver on site:
  - Funds variety of events on site
  - Funds community programs
  - Funds maintenance of park spaces
- Increased Playland revenues are required to support ongoing costs of completed and future Hastings Park Master Plan projects

# Playland Business Case

- Plan is \$120 million over 10 years
  - \$41 million is intended for site redevelopment
  - \$45 million in ride and attraction investments
  - \$26 million in improved infrastructure
  - \$8 million in greening.
- Financial modelling demonstrates that redevelopment has the potential to pay for itself in the long term
- PNE is seeking approval of up to \$1.5 million to continue the next phase of work, including detailed design and costing, and a comprehensive implementation plan and funding strategy



# Work Completed to Date

1. Recommended redevelopment plan completed by external consultants (2013):
  - Forrec: Redevelopment plan & design layout
  - Proforma Advisors: Playland Economic model and planning parameters
  - HB Lanarc: Sustainability recommendations and plans
2. Recommended plan endorsed by PNE Board of Directors (April 2016)
3. Financial model updated to incorporate site infrastructure costs identified in new Hasting Park Infrastructure Study (March 2016)



# Playland Redevelopment Vision

Transforming from Amusement Park to Theme Park







# What is a Theme Park

## **Amusement park**

- Playland is currently an amusement park
- Tends to be hardscape, concrete with rides and games

## **Transition to Theme park**

- Incorporates themed zones to diversify experience and increase length of stay
- More green space and passive areas
- Themed entertainment
- Targets a wider audience of guests
- Areas can be re-themed to keep the park constantly fresh
- Expected result: increase attendance, length of stay and spending on site

# Theme Park Examples – Tivoli Gardens





# Theme Park Examples - EuropaPark





# PLAN RECOMMENDATIONS

## Phase A

Year 1 – 5

Renew existing Playland

- Rides & Attractions
- Shows
- Food & Beverages
- Games & Retail
- Restrooms
- Guest Services





# PLAN RECOMMENDATIONS

## Phase B

Year 4 – 10

Expansion to achieve  
full 22 acres mandated  
in the Hastings Park/PNE  
Master Plan

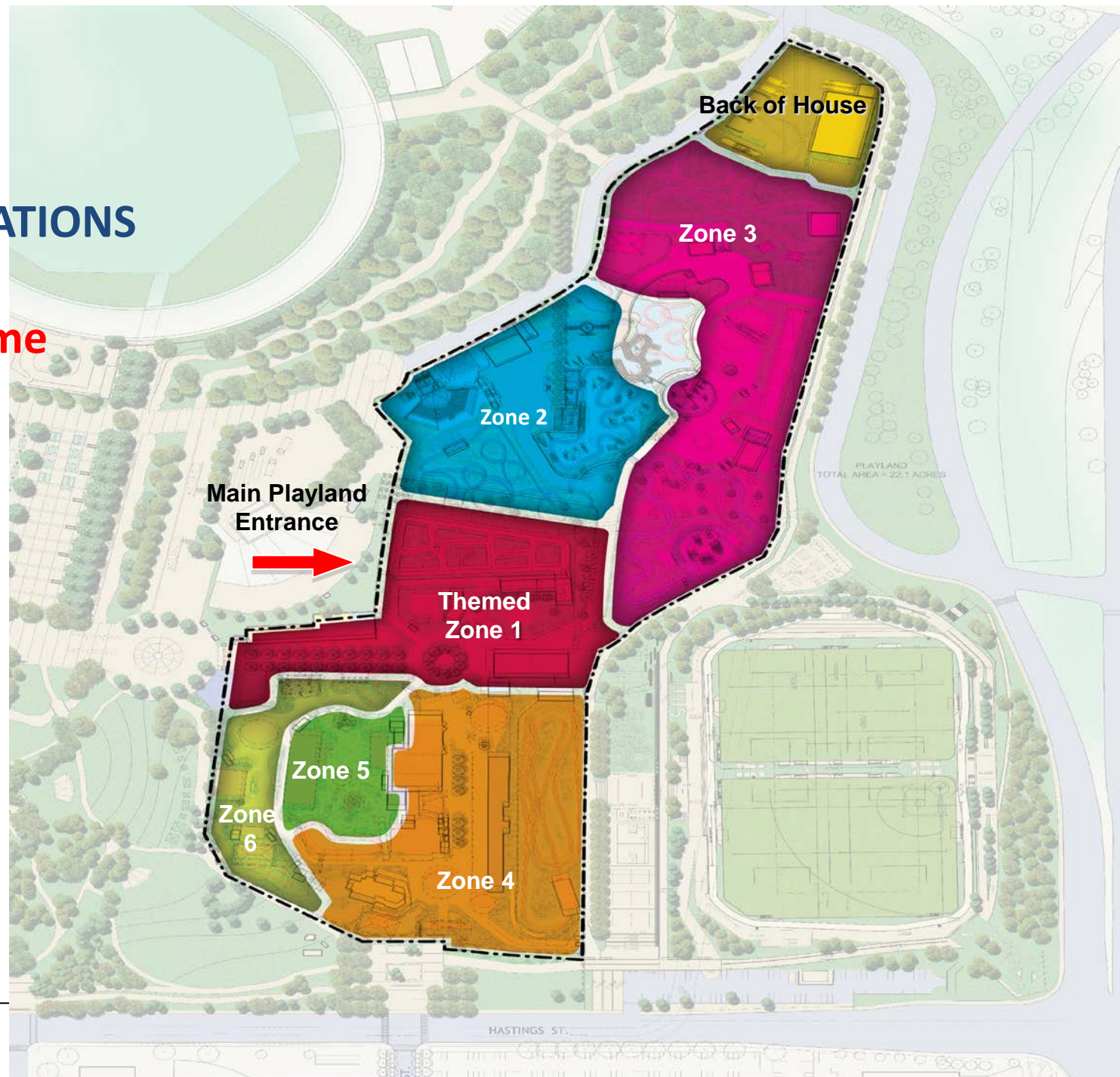
- Rides & Attractions
- Shows
- Food & Beverages
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- Restrooms
- Guest Services





# PLAN RECOMMENDATIONS

Proposed Theme  
Zone Areas  
Phase B





## Playland - Current





## Zone 1 Conceptual





## Zone 2 Conceptual





## Zone 3 Conceptual







# Industry Leading Trends to be Incorporated

- Large impact rides
- Self propelled, participatory rides
- Themed entertainment
- Relaxation / passive green spaces
- Healthy food options
- Locally sourced sustainable food
- Local hiring
- Cutting edge sustainability in areas of waste, energy consumption and water use



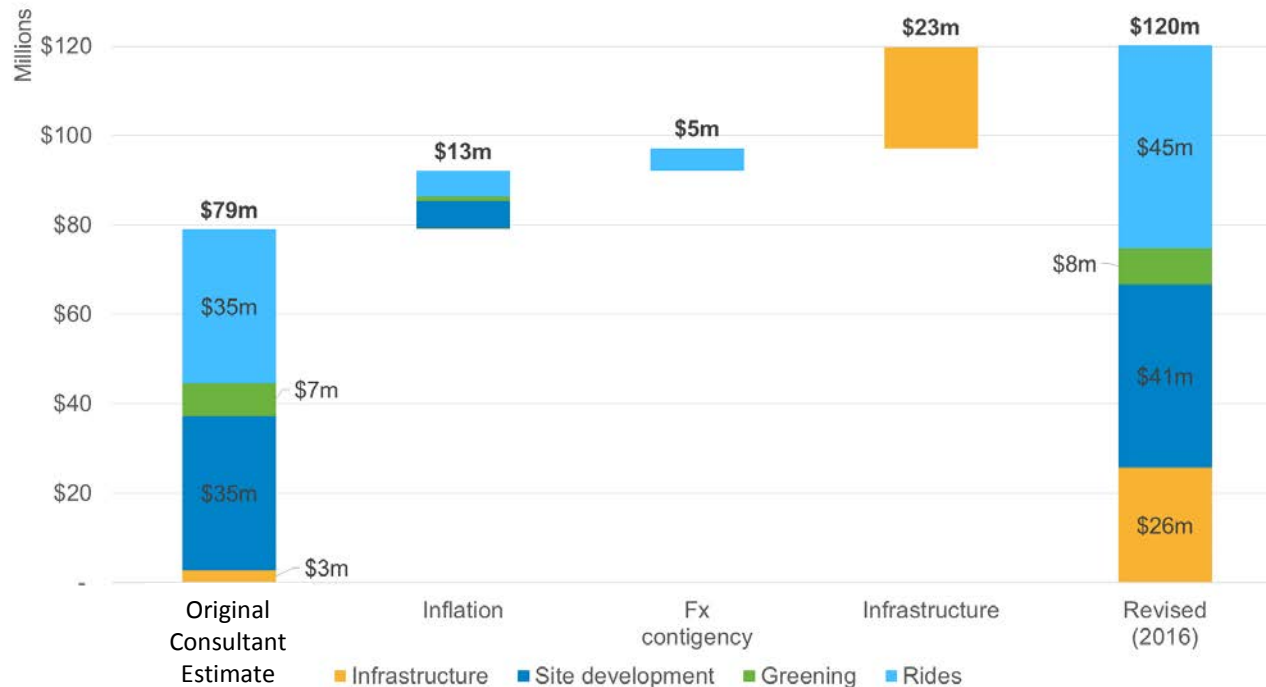
# Playland Redevelopment

## Preliminary Cost Estimates & Funding Options



## Preliminary Cost Estimates

Project Components	Est. Cost (\$m)
Playland site redevelopment	41
Infrastructure	26
Site greening	8
Rides & attraction	45
<b>\$ 120</b>	



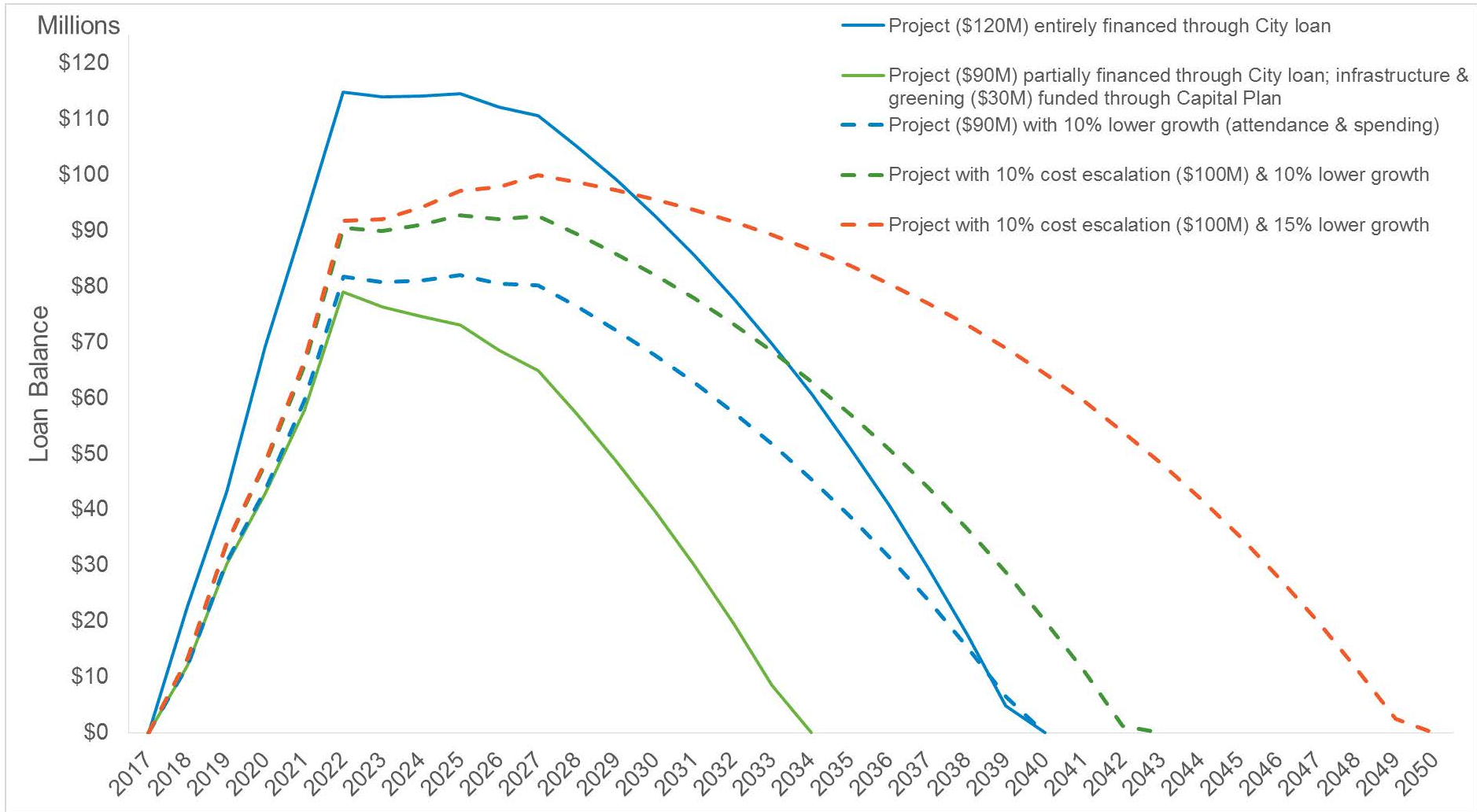
# Funding Options

Option 1: 100% paid by PNE through internal financing (interest bearing) from the City and to be repaid through future PNE revenues

Option 2: combination of payment by PNE through internal financing (interest bearing) and capital investment by the City (with future dividend payout)



# City Loan Scenarios: Max Loan Balance & Est. Payback





# Summary

Redevelopment of Playland would achieve the following objectives:

- **Accessibility** – improve local recreational and entertainment options and provide access to an affordable regional theme park for residents with limited means to travel to larger theme park destinations such as Disneyland
- **Opportunity** – need for growth and opportunity to reinvest before Playland loses market share
- **Economic** – add approximately 200 part time, seasonal and year round jobs including critically important first jobs and highly skilled trades
- **Financial sustainability** – increase revenue to enable Hastings Park to remain financially sustainable and fund Hastings Park maintenance into the future
- **Greening** – revitalize Hastings Park and supports Greenest City Action Plan, Healthy City Strategy and Urban Forest Strategy
- **Feasibility** – ability to repay the 10-year investment and remain financially sustainable over the long term

# Recommendations

- A. THAT Council approve in principle the proposed Playland Redevelopment Plan as outlined in this report, subject to report back on the outcomes of Recommendation B.
- B. THAT Council approve a budget of up to \$1.5 million for the next phase of work, including detailed design and costing, and a comprehensive implementation and funding strategy for the proposed Playland Redevelopment Plan; source of funding to be 2015-2018 Capital Plan - Entertainment & Exhibition Facilities.