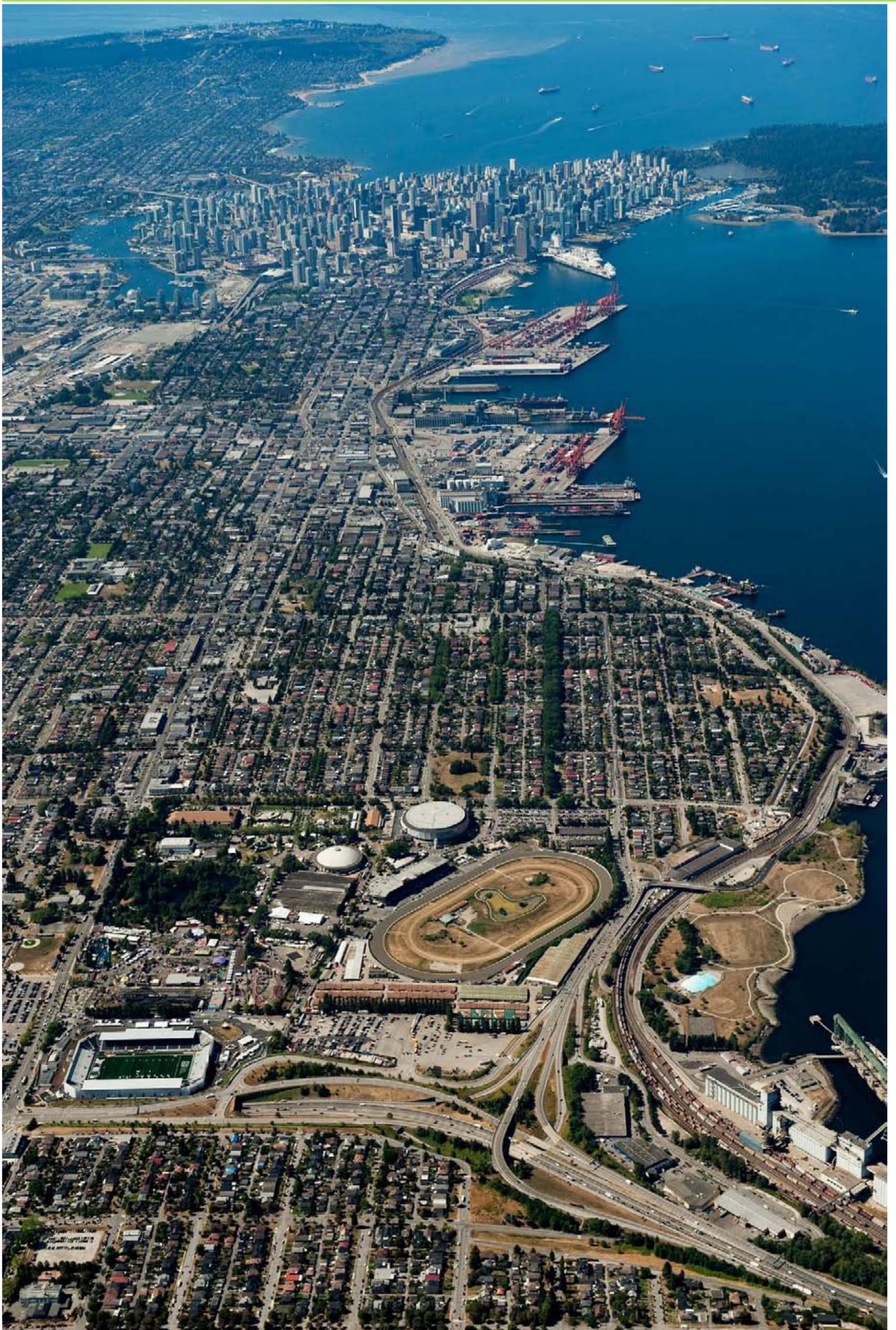


**Hastings Park /
Pacific National Exhibition
Master Plan**
A New Vision for Hastings Park
January 2011





Aerial View of Hastings Park - 2010

**Hastings Park /
Pacific National Exhibition
Master Plan**

November 2010
Amended: January 2011

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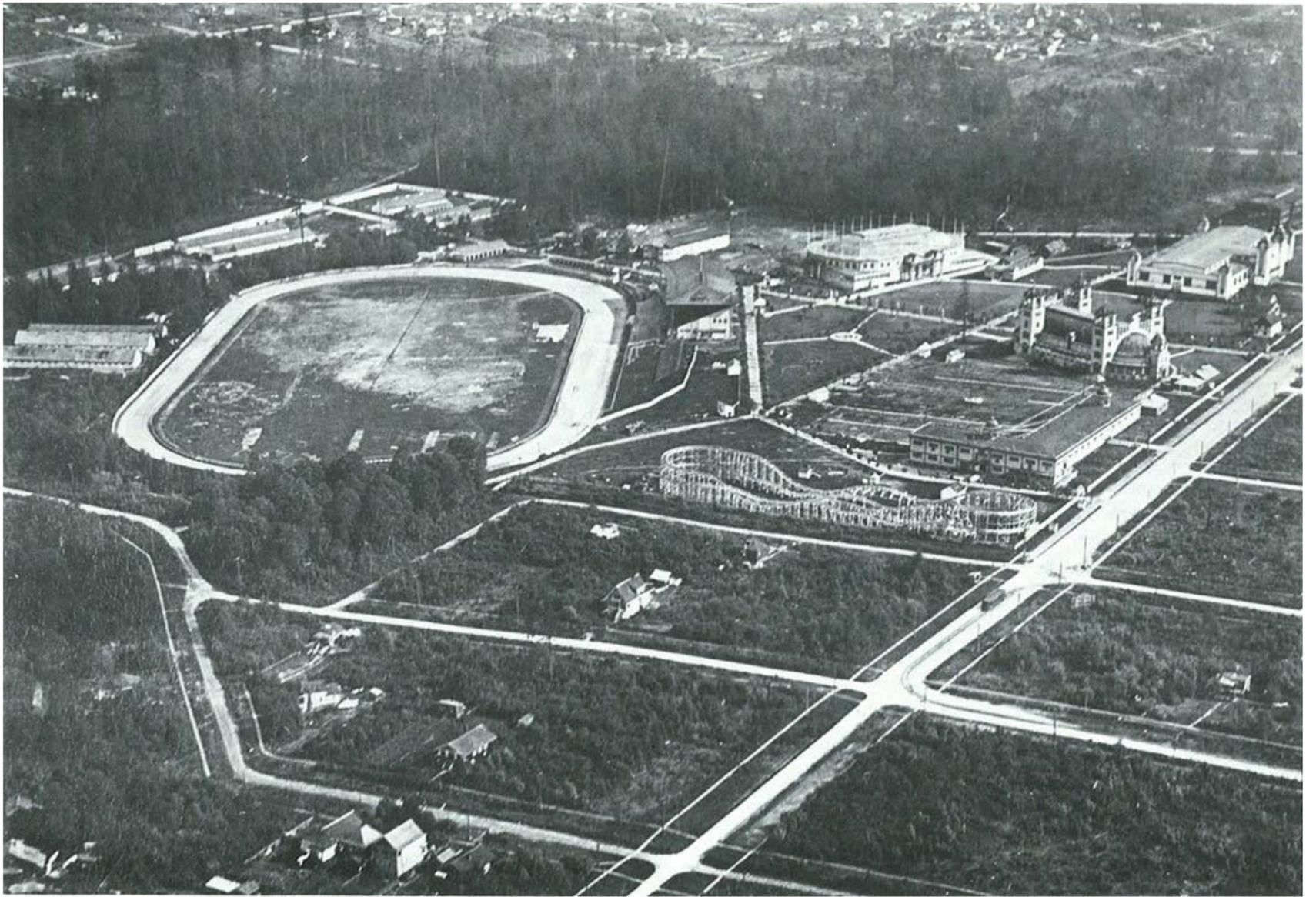
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Hastings Park - 1919

1.0 Introduction

1.1 Overview

The Hastings Park / Pacific National Exhibition Master Plan proposes to transform the Hastings Park of today into a greener, year-round destination for park use, culture, sport and recreation, pleasure, and fun. The multi-purpose nature of the Plan represents the challenging balancing act that the project team was tasked with from the onset: to create a Hastings Park which renews Vancouver's historic annual fair and amusement park while securing public access and park space – all the while ensuring economic vitality and long term sustainability.



Entrance to Happyland, now Playland - 1929

The work contained within the Master Plan document represents two years of public outreach, stakeholder consultation, and cross-departmental and multi-agency input and review. From the start of the project in early 2009, it was clear that a thorough understanding of the complexities of all components of this unique park was necessary to develop a plan forward. Through a careful, phased approach involving inventory and analysis, development of high-level planning directions, preliminary concept development, and development of the final concept plan, a new vision for Hastings Park has been developed.

1.2 Background

Brief History of Hastings Park

Hastings Park is the City of Vancouver's second largest park at 154 acres (62 hectares) and although distinctly different from Stanley Park and Queen Elizabeth Park, it is also a community and city-wide asset. Over the years, Hastings Park has evolved to accommodate many needs and uses, both green and active.

Hastings Park was granted by the Province of British Columbia to the City of Vancouver in 1889 "for the use, recreation, and enjoyment of the public". Although developed portions of the City of Vancouver did not extend to Hastings Park until some time later, the BC Jockey Club was granted a lease for the first commercial use in Hastings Park in 1892. Thus began a long history of horse racing at Hastings Park that still continues today.

The Vancouver Exhibition Association (VEA) was founded in 1907 and has, since 1910, operated an annual fair in Hastings Park. The year 1926 marked the opening of the seasonal amusement attraction, Happyland (now Playland), on the site. The VEA, later named Pacific National Exhibition (PNE) was operated as a Provincial Crown

Corporation (1973-2003) and leased a portion of the Hastings Park site from the City. By the mid-1970s the annual PNE Fair was attracting up to 1.3 million visitors to Hastings Park.

Recent Past

During the mid-1990s the Province determined that the PNE had outgrown 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 new park uses in Hastings Park.

After extensive community involvement, the Hastings Park Restoration Plan was approved in 1997. This Plan assumed that Playland, the annual Fair, and many of the associated facilities would move off-site in keeping with the Provincial government's plans to relocate the PNE. The Restoration Plan proposed to reintroduce natural features on the site, including the daylighting of Renfrew Creek, and also to retain and reuse many of the buildings including the Pacific Coliseum, the 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 the Poultry Building, representing approximately 18,500 square metres (200,000 square feet) of interior space, were demolished to make way for the creation of the Sanctuary, Italian Gardens, and Skateboard Park. A parking lot on the site of the former Empire Stadium was converted to community sports fields – Empire Fields.

Provincial plans however, changed in the early 2000s and it was determined that the PNE was no longer representative of the core services of the Provincial government. In 2003, 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. The Act determined that all activities at Hastings Park from the creation of the Trust through to October 10, 2003, were deemed to be consistent with the terms of that Trust. In addition, the Act transferred the responsibility for the PNE 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.

Vancouver City Council subsequently directed a review of future options for the PNE at Hastings Park with respect to earlier plans to convert the site to primarily 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. This approach 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, and events
- A mix of community and commercial uses on the site
- Increased connectivity to the adjacent neighbourhood and to Hastings Community Park south of Hastings Street, and a physical connection to New Brighton Park which is north of Hastings Park
- Additional park space and amenities.

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

- The relocation of the racecourse horse barns
- The heritage value of the Livestock Building
- Relocation options for the Hastings Community Centre from its current location south of Hastings Street.

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 was 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”.



The Wave Swinger - Playland

1.3 Planning Process

The Master Plan was conceived of as a three phase process carried out from January 2009 to December 2010 (refer to chart on page 4).

Phase 1 – Inventory and Analysis

January – 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 – 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 emerged from City Council’s directives and the project’s terms of reference.

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 during this phase. Based on the public’s feedback and further refinement, a series of Planning Directions were developed and subsequently adopted by City Council in December 2009 thus setting the stage for Phase 3.

Phase 3 – Illustrative Concept Plan

January – December 2010

The Council-approved Planning Directions were elaborated in an illustrative Concept Plan through further committee and stakeholder consultation.

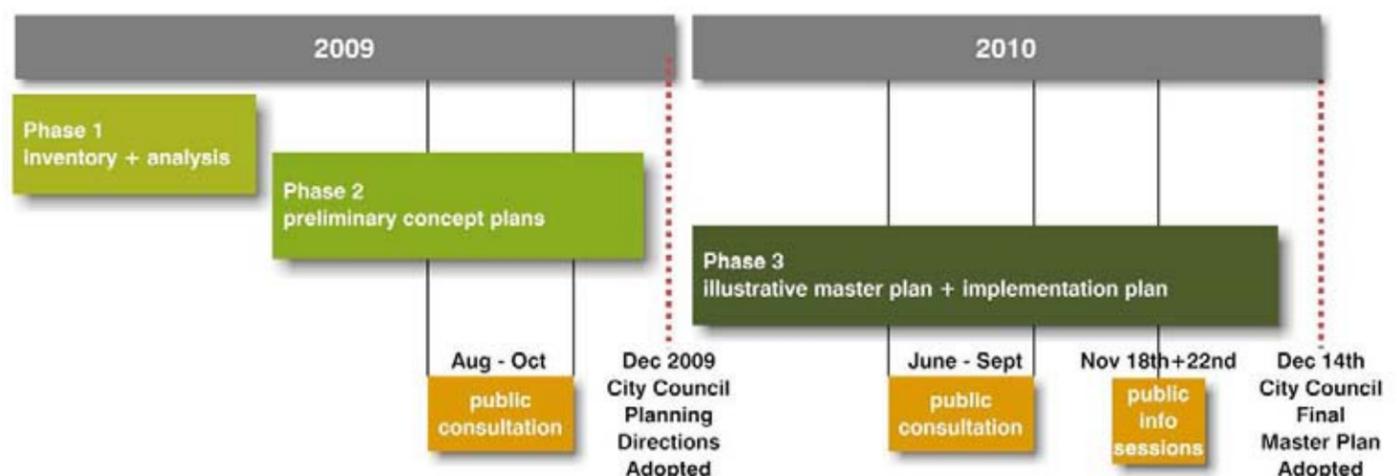
The Concept Plan illustrated a long-range vision of Hastings Park and the PNE to a 20-25 year time horizon and demonstrated how the site operated in different modes: Park Mode, when passive park uses dominate and festival and special events transform the park into active celebration and event spaces, and the Fair Mode, when the annual PNE Fair overlays the majority of the site. Also completed in this phase were refined cost estimates, updated business plans, and recommended early implementation ideas.

The Illustrative Concept Plan was the focus of a second public consultation effort consisting of 13 city-wide open house sessions from June to September 2010 and two public information sessions prior to City Council Approving the Master Plan in December 2010.



Open House at Car-Free Day on Commercial Drive - June 2010

Master Plan Phases



Hastings Racecourse

Hastings Racecourse, although strongly interrelated with the Master Plan process, has been moving ahead under its own planning process which is regulated by the Province of BC and the 2007 Operating Agreement developed with the City of Vancouver.

Several key components of this Master Plan are accommodated for in the 2007 Operating Agreement and are addressed in this report, specifically: accommodation of the connection to New Brighton Park, replacement of the horse barns to a new location, use of the racecourse infield area, and the provision of parking required for racecourse patrons. Great Canadian Gaming, the current operator of Hastings Racecourse, has provided input into this planning process.

1.4 Project Organization

The Hastings Park / PNE Master Plan was managed by Cultural Services, a division of Community Services Group within the City of Vancouver. The Hastings Park / PNE Planning Group, consisting of the Project Manager and the Planning Assistant, oversaw the development of the Master Plan.

In late 2008, a multi-disciplinary consulting team was assembled to assist with the development of the Plan:

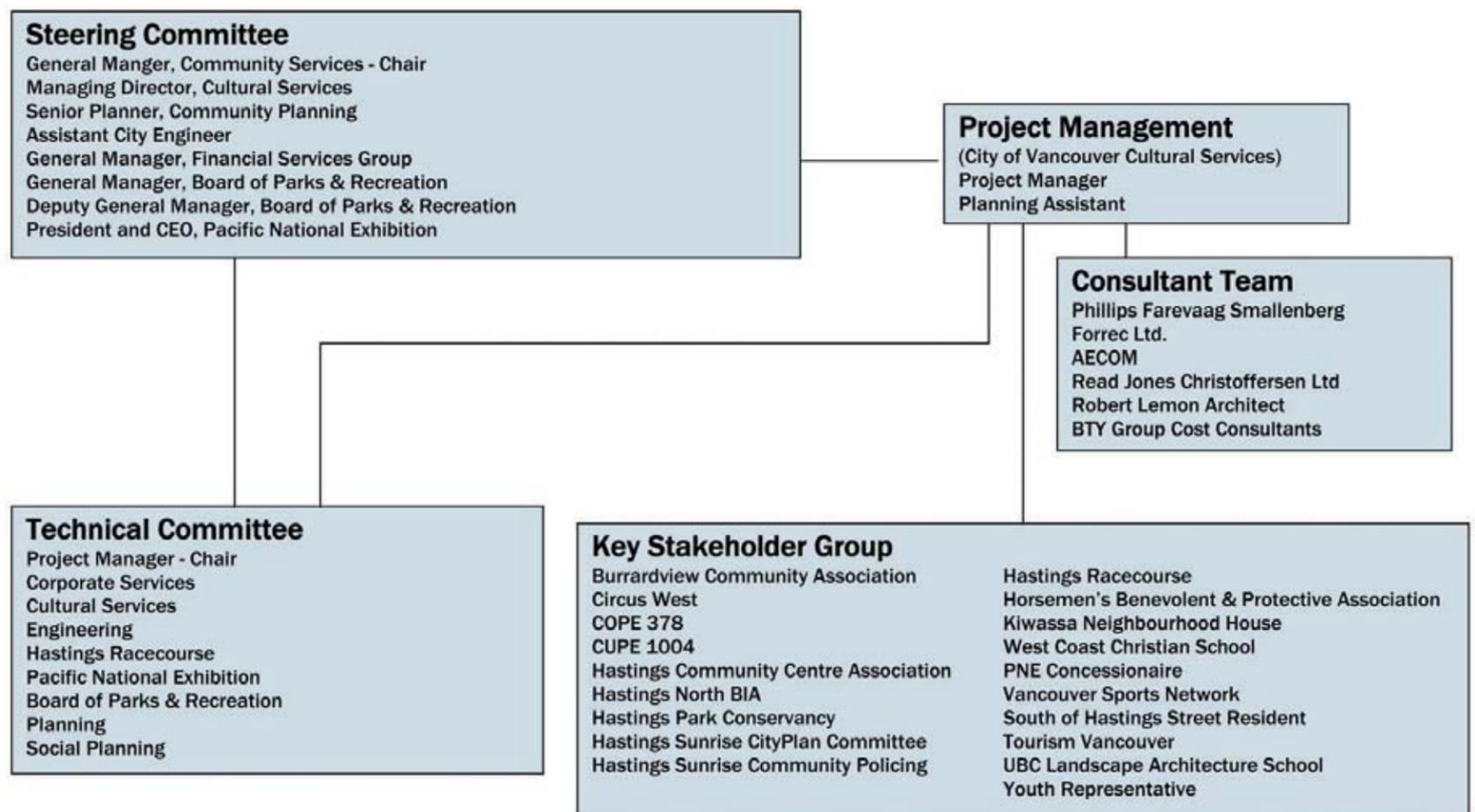
- Phillips Farevaag Smallenberg, parks, recreation, and open space planners and designers
- Forrec Ltd., specialists in the planning and design of entertainment and leisure environments
- AECOM, formerly Economic Research Associates, economic and feasibility experts in the area of multi-purpose event centres.

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

The project team received guidance from a Steering Committee of senior City, Board of Parks and Recreation, and PNE staff. The team was additionally supported by a Technical Committee which included cross-department technical staff from the City, Board of Parks and Recreation, PNE, and Hastings Racecourse.

In addition, the project's Key Stakeholder Group, representing a broad range of interests from the community (neighbourhood) and on-site user groups (Hastings Park), as well as city-wide representatives, met regularly to provide

Master Plan Project Organization



feedback on all aspects of the Master Plan process, completing 15 meetings from early 2009 to the end of 2010.

1.5 Consultation and Community Engagement

Throughout the development of the Hastings Park / PNE Master Plan, from January 2009 to November 2010, the project team developed an extensive public consultation and community engagement process. The consultation process is documented in full in Appendix A.

Two main public consultation phases, which were held in the format of open houses, occurred in the fall of 2009 and the spring/fall of 2010. Thousands of local and regional residents participated in the 26 open house events that were held in ten different locations across Vancouver and over 600 questionnaires were completed.

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, to ensure a diverse range of participation.

Through a series of roundtable discussions and a formalized consultant study process, Vancouver's cultural, events, and sports community were also consulted and had the opportunity to give input and provide feedback about both Vancouver's and Hastings Park's performing and event space needs. This work is summarized in Appendix B: Demand Analysis Study for Cultural Performance/Events Spaces.

Finally, the project's Key Stakeholder Group met from early 2009 to the end of 2010, providing invaluable input to the Master Plan development and process.

The entire consultation process was communicated and documented on the project website:
www.vancouver.ca/hastingspark.



PNE Open House - August 2010



Hastings-Sunrise Open House - June 2009



Hastings Park Site and Context - 2009

2.0 Inventory and Site Analysis

2.1 Site Context

Hastings Park lies in the northeast corner of the City of Vancouver, approximately five kilometers from the downtown core. The 62 hectare (154 acre) park is bounded by several major arterials: McGill Street to the north, Hastings Street to the south, Renfrew Street to the west and the Cassiar Connector to the east. The TransCanada Highway also lies to the east but is partially tunnelled, emerging to daylight near the north end of Empire Fields.

Hastings Park is surrounded by the Hastings-Sunrise community to the west and south and Vancouver Heights to the east – these neighbourhoods are comprised of mainly single family residential dwellings. The municipal boundary with the City of Burnaby lies 600 meters to the east of the park, at Boundary Road. To the north, New Brighton Park and Burrard Inlet are separated from Hastings Park by McGill Street and multiple Canadian Pacific Railway (CPR) tracks. Commercial uses extend along Hastings Street both east and west of the park.

2.2 Project Boundary

The study area boundary is indicated by the dashed red line in the adjacent aerial photo. The study area includes:

- Hastings Park – the bulk of the study area
- Creekway Park – the wedge of land bounded by McGill Street, Bridgeway and the CPR tracks north of Hastings Park
- Hastings Community Park – south of Hastings Park bounded by Hastings, Renfrew, Pender, and Windermere Streets.

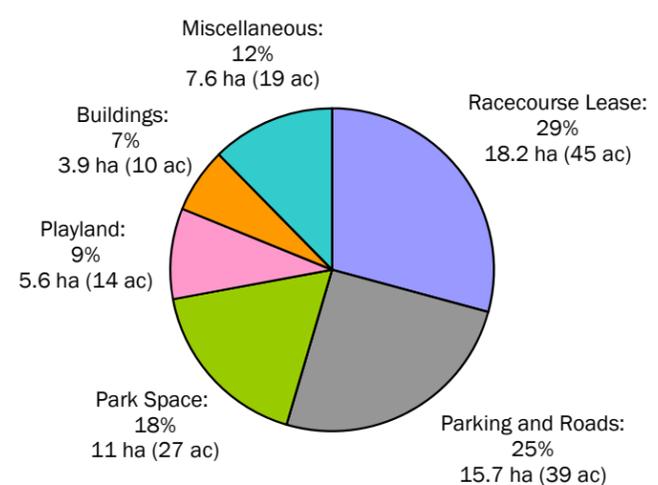
2.3 Open Space Analysis

An Open Space Analysis report summarizes the existing physical conditions within Hastings Park, as well as connections and context at both local and city-wide levels. It identifies many opportunities to better connect Hastings Park to the local community, Burrard Inlet waterfront, and the city-wide greenway/bikeway network. Currently, Hastings Park is dominated by impervious surfaces and redevelopment will provide significant opportunities to remedy this condition. A full report is provided in Appendix C.

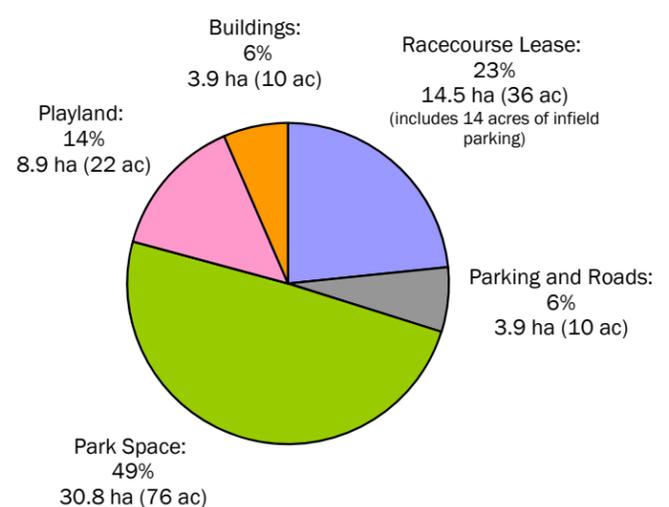
It is important to note that the site has two considerably different major operational modes: Park Mode and Fair Mode, that have adapted to the current conditions in the park. In developing an understanding of the needs of these two modes, it became clear that the site is not ideal for either. Internally, park components are disconnected and their use is hampered by an incrementally developed overlay of

existing roadways and parking. This limits the pedestrian environment to a series of isolated and disconnected sub-spaces, including Empire Fields which is separated from the balance of park spaces by Playland. On the other hand, the implementation of the Sanctuary, Italian Gardens and Empire Fields (and the corresponding loss of interior building space) and has had a major impact on the function of the PNE and the annual Fair. The PNE has adapted their operations and layout to these major changes in Hastings Park.

Breakdown of Current Areas in Hastings Park



Breakdown of Proposed Areas in Hastings Park



2.4 PNE, Fair, and Playland Facilities

The Phase 1 analysis included an extensive analysis of the existing operations as they related to both the Fair and Non-Fair periods of operation. A full report is provided in Appendix D.

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

The following is a selected summary of the findings:

PNE Non-Fair Period

- Majority of buildings, due to single-use design and lack of modern infrastructure, are limited in use, flexibility, guest and operational services.
- Parking is fragmented and often remote from guest destinations and vehicle circulation is awkward.
- Playland greening objective will require an additional 30-40% land area.
- More A Class rides (amusement rides with fixed location) for two demographic groups are needed to grow Playland attendance; 12 years and under (to enhance family experience) and 12 years and older (youth and young adults).
- Playland should remain a gated facility to provide a safe, secure family operation.

PNE and Playland Fair Period

- Loss of permanent indoor building space (due to Restoration Plan implementation) requires significant temporary outdoor exhibits, and has increased the risk of weather impact on Fair attendance.
- There is a site-wide deficiency of utility services (electrical distribution, water, sanitary) to accommodate the increased visitor load during the Fair.
- Good quality event/assembly space (plaza or outdoor protected show venue) is severely lacking.
- Guest circulation needs rationalization.
- Guest densities are approaching maximum capacity.
- Imported (temporary) rides are not contained within Playland's boundary resulting in discontinuous guest experience during the Fair.
- With annual Fair set-up, approximately 1,000 internal parking spaces are lost from the parking inventory.

2.5 Market Review and Opportunities

The market review report focuses on the current user group types and space requirements; reviews local growth factors, attendance and revenues; and provides an overview of competitive facilities and a series of emerging activity opportunities. A full report is provided in Appendix E.

The following is a selected summary of the findings:

Playland

- Playland is currently a successful operation during Fair and Non-Fair periods.
- Market analysis indicates potential for improved performance through a carefully designed expansion program.
- By attraction industry standards, the market could sustain 450,000 to 550,000 annual attendees (currently 300,000).
- Obtaining this increase will require expansion, additional attraction content, and improvements to ride quality.
- Guest density within the Playland gated area approaches industry maximums, acceptable but lacking 'comfort space'.
- Playland is a significant economic driver for PNE operations.

PNE Fairgrounds

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

Market Environment

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

3.0 Concept Summary

3.1 Vision Statement

Early on in the planning process a vision statement was developed through a rigorous consultation process. It paints a picture of the Hastings Park of the future. This vision was refined with input from the Key Stakeholder Group and staff committees and received a high degree of support from respondents during the 2009 public consultation. The Vision Statement and key words acted as touchstones, validating the direction of the planning and design process.

Hastings Park is place of renewal and transformation — evolution of a great city park, the rebirth of a forgotten stream, the rejuvenation of Vancouver’s historic fair and amusement park.

Hastings Park is a place of celebration — a gathering place of year-round festivals, events, local markets, exhibitions and performances — a place that celebrates community pride, creativity, and fun.

Hastings Park is a place of connections — a place to connect with culture, nature, and residents, with the past and the promise of the future, connecting land and water, linking the local community and the city to parkland, programs, and facilities.

Hastings Park is a destination for local residents and visitors — a dynamic, city-wide park that is an enabling and supportive environment for arts, culture and events — a place of long-term economic vitality, sustainability, and innovation.



Perspective Rendering of Hastings Park Master Plan Concept

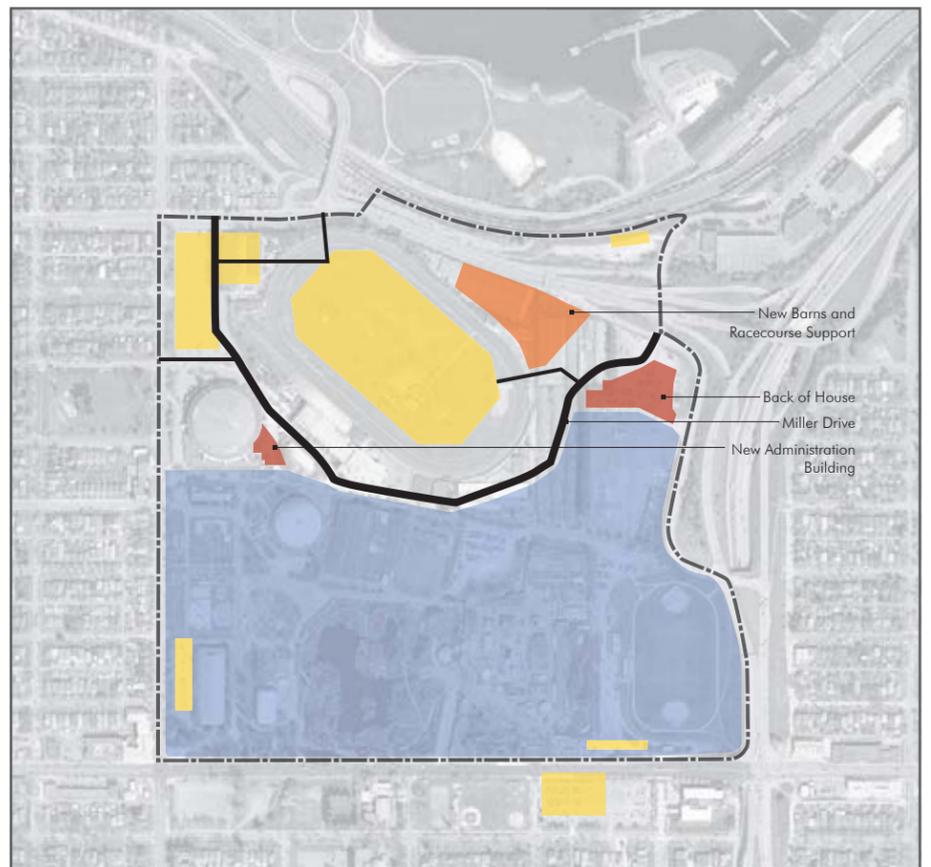
3.2 Concept Development Principles

The following high level development principles have guided the creation of the Master Plan.

3.2.1 Create Clear Pedestrian and Vehicle Organization

Clear pedestrian and vehicle organization is critical to the success of creating a significant pedestrianized park and optimizing the efficiency of site operations. The following steps are proposed in order to achieve this key principle:

- Consolidation of parking into fewer, larger lots in the northern portion of the park
- Aligning parking access to major arterials such as McGill Street and Bridgeway
- Consolidation of Back-of-House areas in the northern portion of the park
- Realignment of Miller Drive to service key buildings and Back-of-House areas 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.



- Vehicular Route
- Parking
- Relocated Administration Building and Back of House
- Racecourse Backstretch
- Pedestrian Zone

3.2.2 Relocate and Expand Playland

Playland is given more space on-site, both to provide room for trees and landscape as respite from hard surfaces and to permit new rides and attractions to be installed as permanent features.

- As Playland expands northward into existing parking lot and horse barn areas, it is pulled back from Hastings Street to make more parkland available for Festival Meadows and the Perimeter Greenway.
- The appeal and visitor comfort of Playland is enhanced by renewing it with significant landscaping.



- Converted to Park Space (Relocated Playland and Parking Areas)
- Retained Playland
- Playland Expansion Area (Including Relocated Playland)
- Existing Park Space

3.2.3 Connect to Burrard Inlet

Fundamental to the ecological function of the Master Plan is connecting the Sanctuary to Burrard Inlet with a daylighted stream. The following elements are proposed:

- A riparian corridor centred around a daylighted stream will connect the Sanctuary to a saltwater marsh on Burrard Inlet.
- A convenient and safe pedestrian and bicycle connection to New Brighton Park and the waterfront will be incorporated into this naturalized corridor.

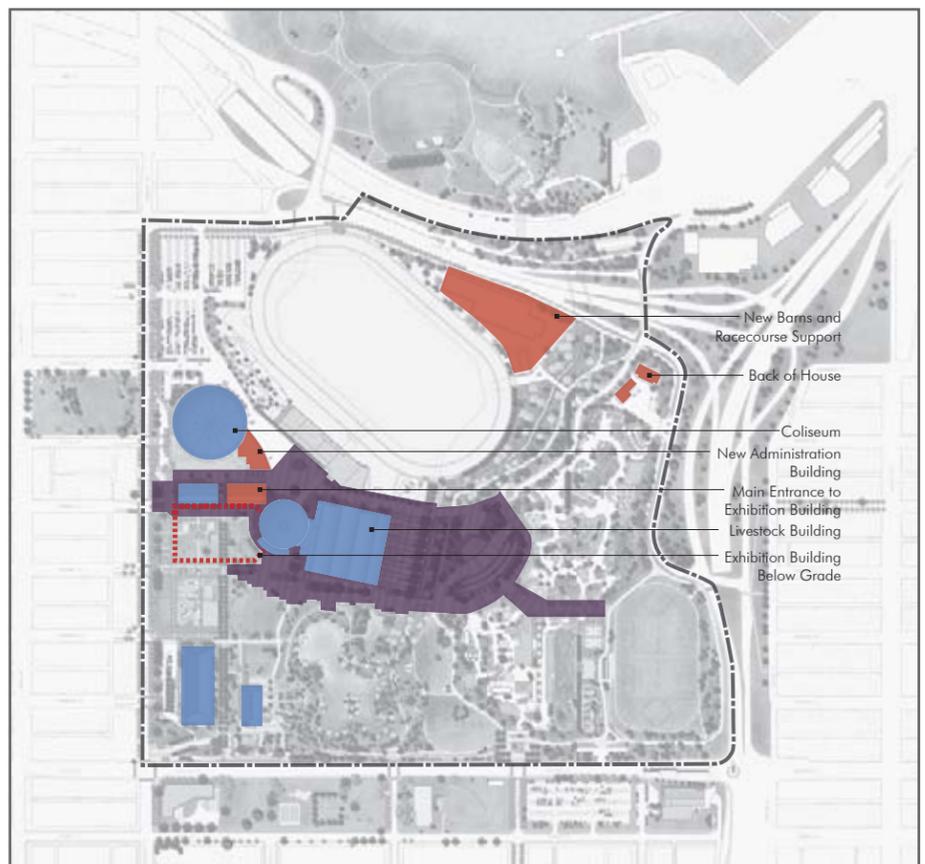


- Daylighted Stream
- Sanctuary and Habitat Connection



3.2.4 Create a Celebration 'Heart of the Park'

Flexible, programmable spaces suitable for festivals, events, and day-to-day usage form a new active, urban destination and 'Heart of the Park' that is centred on a renewed Amphitheatre, Festival Plaza, and Livestock Building. Extending out from this 'Heart' is a series of pedestrian-scaled urban plaza environments aligned east-west across the park that connect existing and renewed buildings and facilities: Windermere Belvedere, the East/West Greenway connection through Playland, the Parade, Miller Plaza, and Coliseum Plaza.



- Urban Plaza
- Retained and Upgraded Buildings
- New Buildings
- New Buildings Below Grade

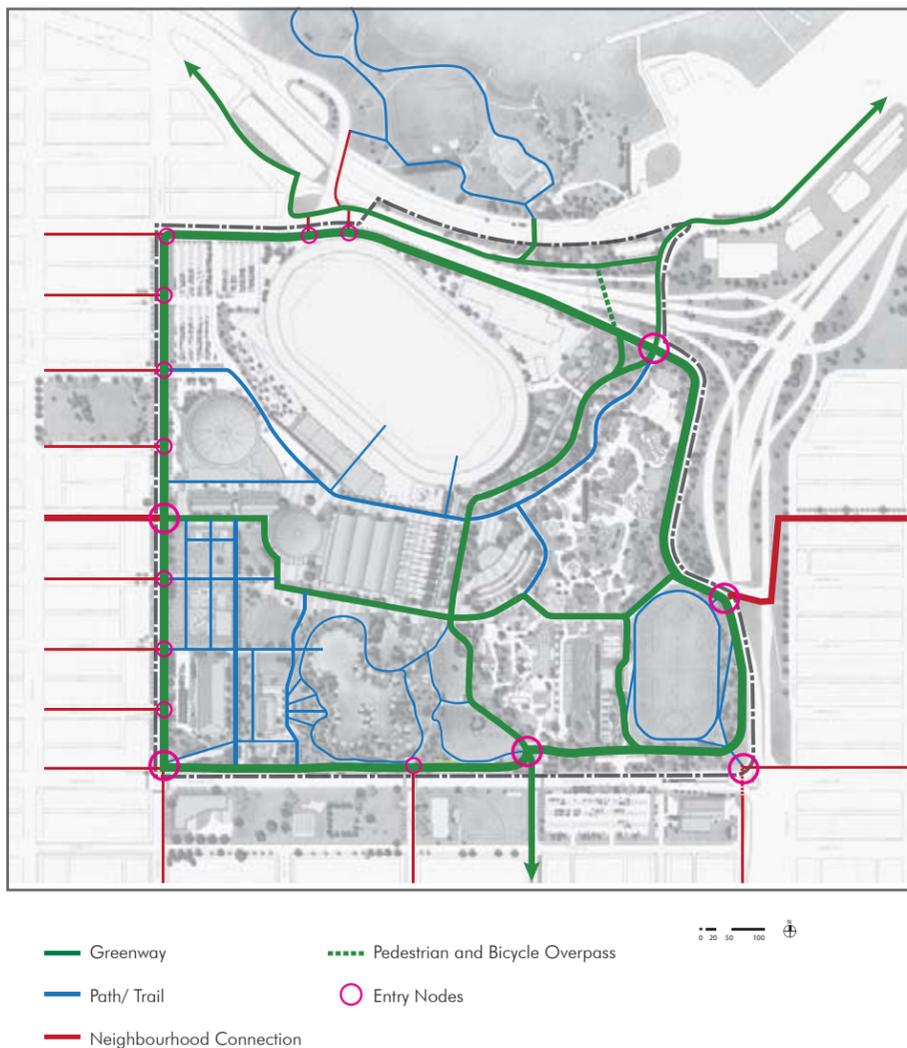


3.2.5 Connect to the Community

Ways to better connect Hastings Park with its surrounding community and the waterfront at New Brighton Park, and providing safe and convenient pedestrian and bicycle access through and around Hastings Park are essential objectives of the Plan. The Master Plan achieves a total of 5.4 kilometres of pedestrian and bicycle trails.

In order to achieve this key principle, the following steps are proposed:

- Creating a strong, safe, and convenient connection to New Brighton Park with a park and trail corridor
- Providing major east-west and north-south pedestrian/bicycle routes through the park that link to existing and proposed city-wide Greenways
- Introducing welcoming, active edges around Hastings Park with a Park Perimeter Greenway that encircles the park with separated pedestrian and bike trails, and enhanced streetscapes
- Traffic calming Renfrew Street to accommodate the Park Perimeter Greenway and to shorten crossing distances on local streets while better defining crosswalks and gateways into the park.



3.2.6 Expand Park Space and 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 two main objectives:

- The southern portion of Hastings Park is pedestrianized and converted to park space; existing park spaces (Italian Gardens, the Sanctuary, and Empire Fields) will be linked by new green spaces.
- A diversity of park spaces and associated uses are created, including habitat-focused spaces, urban park spaces consisting of meadows, gardens, sports fields, greenways, and urban plaza spaces.

Park space in Hastings Park is divided into three different typologies:

1. Habitat-focused spaces
2. Urban park spaces consisting of meadows, gardens, sports fields, and greenways
3. Urban plaza spaces.

Park Typology	Area ha (ac)
Habitat	8.1 (20)
Urban Park Spaces: Meadows, Gardens, Sports Fields, Greenways	16.2 (40)
Urban Plazas	6.5 (16)
Total	30.8 (76)



Habitat

Habitat park spaces, such as the Sanctuary, the daylighted stream corridor, and Creekway Park will rehabilitate park areas with a focus on ecological function and the development of a diversity of habitat for urban wildlife. The management of these landscapes will encourage biodiversity and are anticipated to change dramatically as natural succession is allowed to shape these landscapes.



Urban Park Spaces

Urban park spaces such as meadows, gardens, sports fields, and greenways will provide places for passive (self-programmed) and active (programmed) activities. This landscape typology will consist of a diverse range of landscapes that are shaped by human need for recreation, leisure, culture, education, organized sports, and active transportation. The landscapes of this typology encompass the large lawn areas and shade trees of Festival Meadows and The Green, innovative spaces of the Garden's Gardens, and the green linear corridors of the park's greenways.



Urban Plazas

Urban plaza spaces such as Festival Plaza, the Amphitheatre, and the Parade will provide universally accessible areas for events and programs that will be designed for significant levels of foot traffic and activity. Decorative pedestrian-scaled paving, public art, connections to adjacent buildings, water features, comfortable seating, lighting, and other site furnishings will define the physical character of these spaces. These places will be the focus of programmed activities (the annual Fair, markets, festivals, and music concerts) but will also function outside of these times as places for a variety of self-initiated activities such as strolling, sitting, reading, tai chi, skating and dancing.

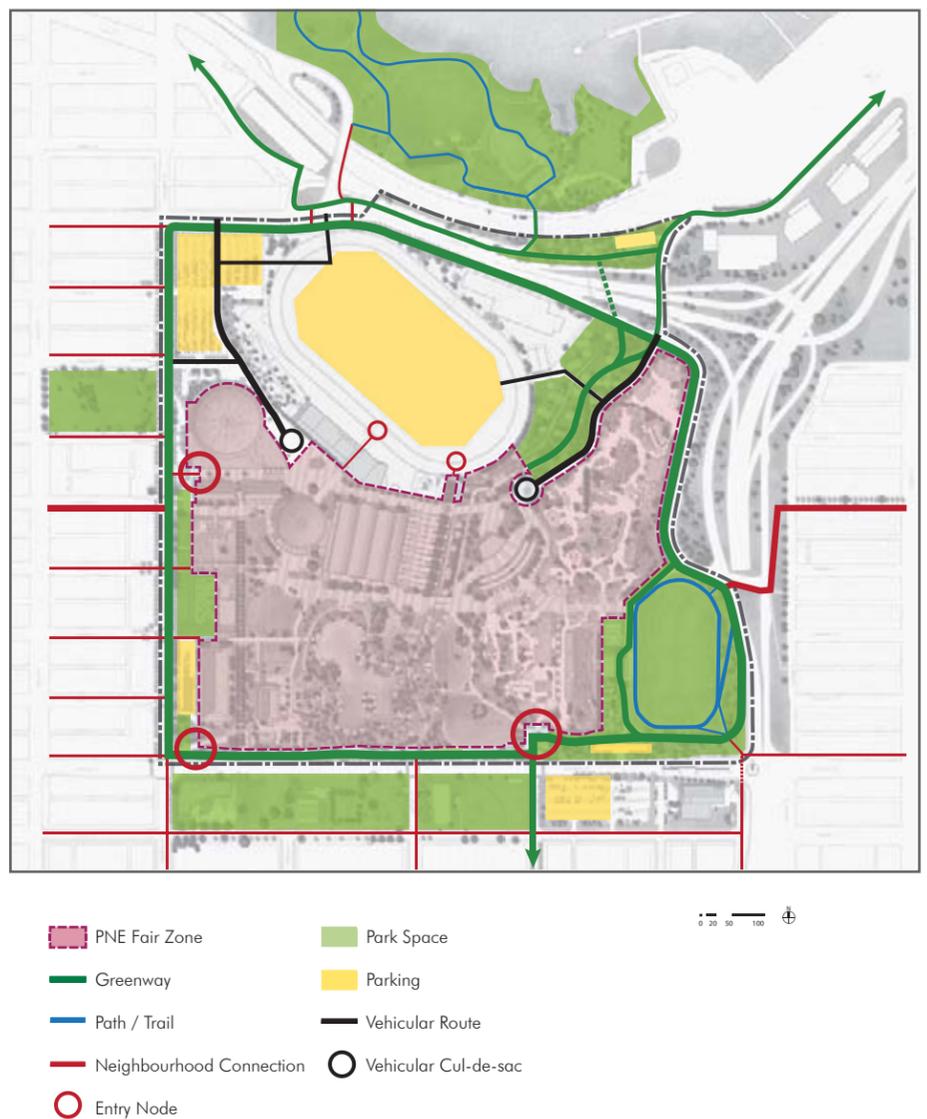


3.2.7 Build in Flexibility

Flexibility in the Master Planning for Hastings Park and the PNE is an essential criterion. Flexibility has been sought on:

- Creating spaces that can transform from usable park areas to places for hosting events including adaptable venues for the PNE Fair
- Provision of infrastructure improvements and controlled access for trucks and other vehicles to facilitate efficient set-up and tear down of events (including the PNE) while maximizing availability of the park and its facilities for public use
- Provision of improved capability to support four season event operations, in order to spread increased event programming over a broader portion of the year
- Configuration of pedestrian and bicycle connections and linkages to allow availability of circulation through and/or around the site during PNE Fair and other event periods.

Also considering that implementation will be phased over many years and that the park needs to function well at each phase, the order of projects may also vary depending on needs and funding sources.



3.2.8 Create a Hastings Park Identity

Fundamental to the notion of creating a “fair within 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.

The communication of a strong visual cohesiveness is essential to this integrated identity. As Hastings Park is a complex park with many destinations and attractions, a distinctive identity is needed to communicate that Hastings Park is the overarching entity that contains these components. The identity will need to capture the essence of the park and communicate the message of what can be expected there.

Once a distinct visual identity is established, it can be communicated and reinforced in a number of ways. One of the most powerful and important ways will be on-site signage. Signage will need to be adaptable and flexible to adjust to a variety of contexts in and around the park and for both pedestrian/bicycle and vehicular oriented roles.

A cohesive identity can also be developed through the use of consistent design standards for repeating elements in the park, such as park furniture and lighting. These elements can provide consistent cues that reinforce park identity and boundaries.

The Master Plan is proposing that an overall identity for Hastings Park be developed and that a signage plan be developed and implemented in the early phases to begin to establish the recognition of Hastings Park as the home of many destinations and attractions.

Hastings Park



Many Places and Entities Requiring a Unifying Identity

3.3 Master Plan Modes

One of the key considerations in the development of the Master Plan is the understanding that Hastings Park has two considerably different operational modes: Park Mode and Fair Mode.

The Master Plan balances the use of Hastings Park on a daily basis as a public park space with its role as a venue for the annual 17-day PNE Fair. Some of the venues embedded in the park that play a part in its use during the PNE Fair also have potential to serve as venues for smaller events and festivals at other times of the year.

3.3.1 Year-Round Park, Festival, and Events Mode

During the public consultation for the Master Plan, the concept plan was illustrated with two rendered site plans: 'A Day at the Park' and 'A Day at the Fair' to communicate how the plan adapted to Park and Fair Modes. In Park Mode, the site is primarily open public space with the exceptions of Playland and the Hastings Racecourse facilities.

Outside of the operating months for Playland, the Plan provides an off-season connector for bicycles and pedestrians. Generally aligned to the Parade, this connector offers a more direct east-west link across the site, while still maintaining security for Playland facilities (refer to the 'A Day at the Park' map on page 20).



Example of a Public Market

In Park Mode, The Green and Festival Meadow separate as green spaces suited to a variety of unstructured activities. The Sanctuary, the Garden's Gardens, and the Italian Gardens offer opportunities to enjoy natural and horticultural landscapes; a variety of routes and paths are available on which to move through and around the site. Festival Plaza, Miller Plaza, and the Parade are designed with places to sit in the sun or shade, enjoy eating outside, and people-watch in a well-landscaped setting.

However, it is envisioned that these spaces will also offer active programming opportunities throughout the year, be it a festival, farmers' market, or cultural performance – creating year-round activity and destination events at the Park.

Demand Analysis Study for Cultural Performance and Event Spaces

In order to test the vision of Hastings Park as a year-round destination for festivals, performances, and events, an additional study of demand for outdoor cultural performance and event spaces 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. A full report is provided in Appendix B.

The Demand Analysis Study began with an inventory of existing outdoor venues in the City of Vancouver and region. Existing use was analyzed to gain a better understanding of the current demand. This information was compared with trend research and results from an on-line survey and interviews.

The following is a selected summary of the study's findings:

- Need for new venues is highest in the range of 1,000 to 3,999 capacity.
- Of existing events and performances, 33% of survey respondents have peak daily attendance numbers in this range.
- The existing venues which serve capacities ranging from 1,000 to 3,999 are either fully booked or they have volume and neighbourhood issues which limit use for events and performances.
- In the next ten years it is expected that many of the over 3,000 events currently being staged in venues in the 1,000 to 3,999 range will outgrow their current venue size.
- A full 56% of all respondents would consider moving their event to a new venue over the next ten years due to changes in event attendance.
- There is demonstrated demand for new venues in the range of 4,000 to 6,999. Current outdoor venues that serve capacities ranging from 4,000 to 6,999 have a high rate of usage, yet this category has the lowest supply of venues.
- Responses during one-on-one interviews with producers strongly indicated demand for venues with capacities in the range of 3,000 to 6,000 people, overlapping considerably with the demand stated in the online survey for 1,000 to 3,999 and 4,000 to 6,999 categories.
- 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.

When the five major outdoor venues proposed for Hastings Park (noted in map on page 17) were described to interviewed stakeholders – 44% expressed interest in Hastings Park. Of the

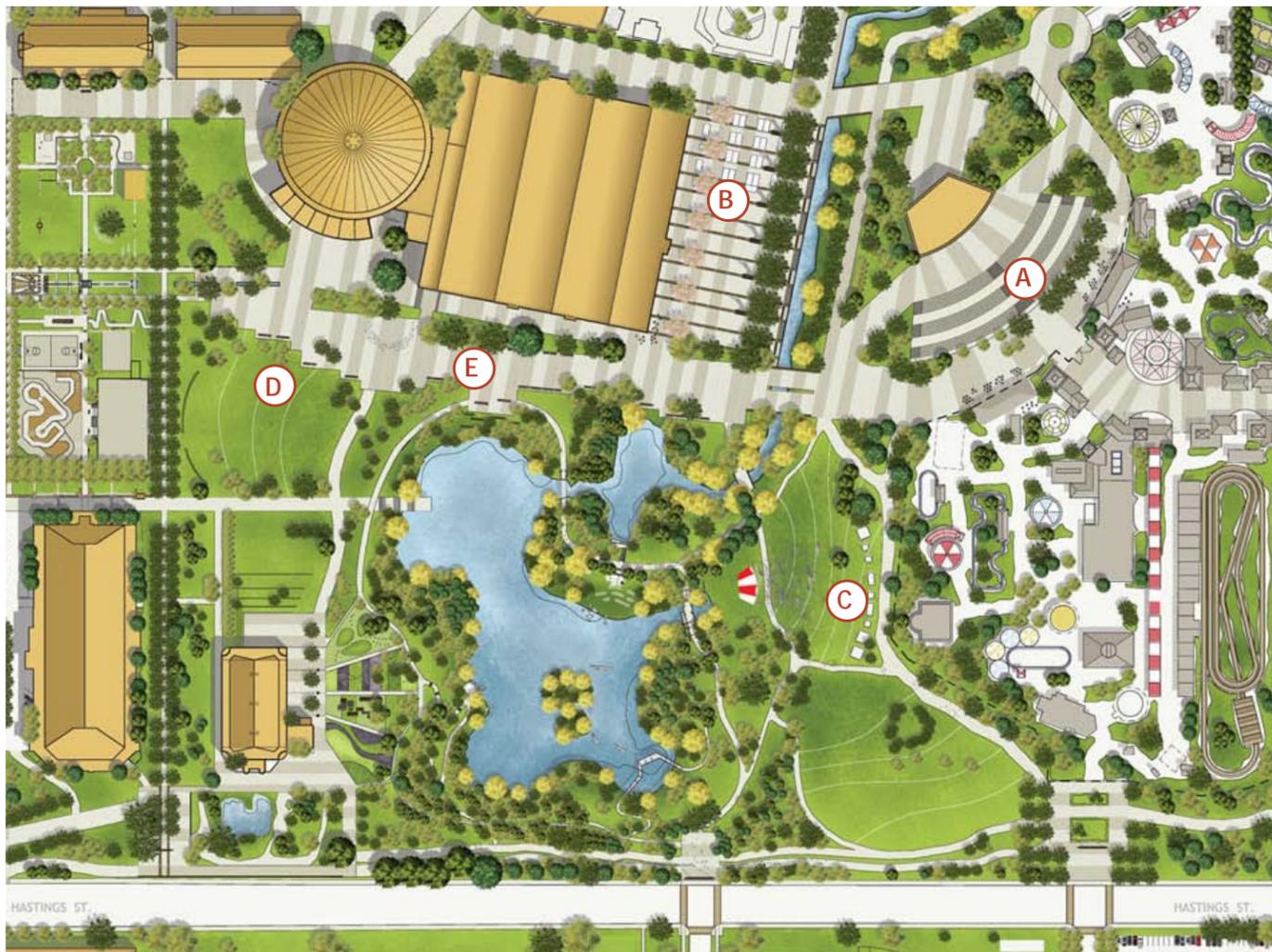
respondents who were interested in Hastings Park:

- 30% are commercial event producers and 43% are cultural organizations
- From this group, 30% produce small events (up to 1,000); 36.4% produce mid-size events (1,000 – 3,999); 34.1% produce large events (4,000 or more)
- 57% have been unable to book their outdoor performance or event at their preferred venue because the venue was too small
- 71% of this group stated their peak attendance will reach a maximum of 5,000 people; the remainder stated peak attendance of 7,500 to 10,000 (10.3%); 10,000 to 25,000 (10.3%); 25,000 and larger (5.1%); and other (3%)

- 54.6% stated providing cover for the audience is very / somewhat important
- 58% stated they require more than 3,716 square meters (40,000 square feet) for their event.

The results of the study indicate that, of the outdoor venues proposed, the Amphitheatre, (particularly for its proposed cover), Festival Plaza, Festival Meadows, and The Green would be in demand with cultural performance, festival, and event organizers and producers.

The synergistic combination of the Amphitheatre, Festival Plaza, and the Livestock Building were of particular interest with organizers who require multiple venues (performance, food and beverage, merchandise, and covered space).



Hastings Park Future Performance / Event Spaces Capacities

Legend	Venue	Actual Size m ² (ft ²)	Functional Area ¹ m ² (ft ²)	Space for Staging m ² (ft ²)	Capacity (Standing)	Capacity (Seating)	Capacity (Partial Licensed Area)	Total
A	Amphitheatre	16,251.35 (174,928.075)	6,503.21 (70,000)	1,858.06 (20,000)	2,500 in front of stage	3,200 in bleachers	1,000 enveloped areas	6,700
B	Festival Plaza	5,472.68 (58,907.437)	2,322.57 (25,000)	464.51 (5,000)	4,600	2,000	1,500	
C	Festival Meadows	13,940.06 (150,049.557)	North Meadow 4,645.15 (50,000)	1,858.06 (20,000)	7,000	3,000	2,000	
			South Meadow 6,503.21 (70,000)	1,858.06 (20,000)	10,000	5,000	3,900	
			Combined 11,148.36 (120,000)	3,716.12 (40,000)	17,000	8,000	6,400	
D	The Green	8,444.34 (90,894.119)	6,503.21 (70,000)	1,858.06 (20,000)	10,000	5,000	3,900	
E	The Parade	10,182.60 (109,604.594)	9,290.30 (100,000)	1,858.06 (20,000)	18,000	8,000	6,200	

¹ The functional area has been estimated based on generalized boundaries. Standing room capacity was calculated at 0.4 m² (4.3 ft²) per person. Seating area estimates are calculated at 0.95 m² (10.22 ft²) per person. Licensed area estimates are calculated at 1.2 m² (12.9 ft²) per person (City of Vancouver Requirement).

3.3.2 PNE Fair Mode

During PNE Fair Mode, the core of the park, including Playland, is enclosed in the paid admission zone for the Fair. The Perimeter Pathway, Empire Fields, the Plateau, and the Skateboard Park are envisioned as staying outside the perimeter fence so that the public can continue to use these recreation facilities for the duration of the Fair.

New paths along Hastings Street allow people to move around the Sanctuary during the Fair on a route that avoids encouraging large numbers through the more ecologically sensitive lower slopes around the pond.



Example of an Outdoor Concert



Example of an Agricultural Exhibit at the Fair

The Green and Festival Meadows are outdoor venues adaptable for a number of uses. These include performances with temporary stages, each accommodating a range of audiences of up to several thousand fairgoers. The Amphitheatre remains the largest venue on site with additional capacity in standing room at the back along the Parade. Festival Plaza is readily set up with tents for temporary Fair purposes such as the Beer Garden. The Parade and Miller Plaza are designed for rows of food and merchandise stalls, and small exhibits.



Playland during the Fair

A Day at the Park (Legend)

1 Racecourse Barns

- Double-decker barns proposed to replace existing barns

2 Racecourse Infield

- Infield repurposed for surface parking with approximately 1100 cars set below grade of racetrack in order to maintain views and reduce noise impact

3 Northwest Parking

- Either surface or structured parking with capacity between 700 and 2000 stalls to replace spaces removed during park redevelopment

4 Miller Plaza

- Day-to-day vehicle access and passenger drop-off area

5 Festival Plaza

- A new urban heart of the park featuring: comfortable seating, public art, high-quality paving and lighting, and food carts
- Outdoor space for community festivals, special events, and markets
- Built-in festival and event infrastructure
- Daylighted stream flows along plaza edge

6 Livestock Building

- Building upgraded for seasonal use and retrofitted with large overhead doors allowing activities in the Livestock Building to spill out onto Festival Plaza and the Parade
- Ideal space for markets, shows, events, or cultural/arts production

7 PNE Operations and Administration

- Consolidated functions in new building attached to Coliseum

8 Main Entrance to New Exhibition Building

9 New Exhibition Building Below Grade

- Multi-purpose building for year-round commercial and community uses such as winter carnivals, trade shows, and craft fairs
- Simple, durable building suitable for livestock and agricultural displays

10 The Allée

- Existing double row of London Plane trees becomes a major pedestrian corridor

11 The Italian Gardens

- Retained and integrated into the new park design

12 The Skateboard Park

- Retained and integrated into the new park design

13 Renfrew Street

- Redesigned to slow traffic and increase safety
- Lane of traffic removed and added to the park edge for the Perimeter Greenway
- Traffic calming and landscaping to create mini park gateways from the neighbourhood into the park

14 The Parade

- Serves as the East/West Greenway through the park
- Designed for community events, performances, sitting, people watching
- Views opened up over the Sanctuary
- Playful water features extend from Italian Gardens

15 The Green

- Large gently sloping lawn connects the Italian Gardens to the Sanctuary
- Lawn area for playing and picnicking

16 The Sanctuary

- Existing Sanctuary retained and connected to new daylighted stream
- Landscaped to increase safety and enhance inward views to the pond

17 The Garden's Gardens

- Demonstration and experimental gardens showcasing local food, horticulture, ecology, and art
- Small amphitheater with terraced seating for enjoying performances is located on the north end of the Garden Auditorium

18 Festival Meadows

- Open space for flying kites, playing games, picnics, and relaxing
- Opportunity for smaller community festivals and events with built-in infrastructure such as power and water

19 New Hastings Community Centre

- An anchor for Hastings Community Park and a gateway to the shopping area along Hastings Street

20 New Brighton Park

- Safer and more convenient connections to Hastings Park make this place great for biking, running, dog walking, or hanging out at the beach

21 Saltwater Marsh

- Mouth of the daylighted stream
- Designed as habitat with pathways for wildlife viewing

22 Tunnel Connection

- Retrofitted existing tunnel for daylighted creek and pedestrian/bicycle and emergency vehicle only access

23 Creekway Park

- Greenway connections alongside meandering daylighted stream; includes parking lot

24 Long Term Pedestrian / Cyclist Overpass

- Pedestrian and cyclist overpass spanning McGill Street

25 Short Term Tunnel Retrofit

- Vehicle lanes reduced to accommodate both pedestrians and bicyclist
- Enhanced pathways, lighting, and signage

26 Daylighted Stream

- Natural habitat and landscaped stream corridor varying between 45 - 100 meters in width
- Greenway runs along east side of stream for cycling, strolling, and bird watching

27 Perimeter Park Greenway

- 3 km separated path for pedestrians and cyclists - a great place for long walks, rollerblading, running, dog walking, and cycling

28 Back-of-House

- Discretely located service area with good access to Bridgeway

29 Playland

- Majority of the current rides are retained; Playland gradually expands north with new rides and attractions to an ultimate size of 22 acres
- Interconnected series of paths and plazas with shaded seating, patio cafes, and planted trees and vegetation

30 Dundas Connector

- Link to Vancouver Heights and Burnaby's bike routes

31 The Amphitheatre

- Upgraded with covered stage, improved lighting, sound, and landscaping for festivals and shows
- Great views to Racecourse, Burrard Inlet, and the North Shore Mountains

32 Windermere Belvedere

- Located at top of Windermere Hill, café seating allows for panoramic views of the Burrard Inlet and North Shore Mountains
- Public food service and washrooms - a great place to grab a coffee or snack and enjoy the view
- Only entrance to Playland during Non-Fair period

33 Off-Season Connector

- Greenway connection through Playland during months when Playland is closed

34 Empire Fields

- Community sports field restored with field lights, running track, and washrooms

35 Naturalized Areas

- Invasive species management program that supports native plants, habitat, and food for wildlife

36 The Plateau

- Activities focused park between rollercoaster and Empire Fields may include dirt jumps, bike trials area and hard surface sport courts for ball hockey and basket ball
- Alternate connection to perimeter greenway

37 Leaside Tunnel

- Skateboarding features retained
- Improved pedestrian connection to neighbourhoods south of Hastings Street

38 Park Corridor

- Playland moved off Hastings Street to create a continuous park connection between Empire Fields, Festival Meadows, and the Sanctuary
- Enhanced Park Perimeter Greenway

39 Old Playland Entrance

- Enhanced park gateway at the junction of the Park Perimeter and North/South Greenways

3.4 A Day at the Park (Map)



A Day at the Fair (Legend)

1 Racecourse Barns

2 Racecourse Infield

- Infield repurposed for surface parking for up to approximately 1100 cars set below grade of racetrack in order to maintain views and reduce noise impact

3 Northwest Parking

- Either surface or structured parking with capacity between 700 and 2000 stalls to replace spaces removed during park redevelopment

4 Miller Plaza

- A pedestrian-only space for performances, displays and events during the Fair

5 Festival Plaza

- A new urban heart of the Fair designed to accommodate events, exhibits, and performances

6 Livestock Building

- Showcase for agriculture, livestock, and other events during the Fair

7 PNE Operations and Administration

8 Main Entrance to New Exhibition Building

9 New Exhibition Building Below Grade

- Exhibitions and other events during the Fair

10 The Allée

- Retrofitted with built-in infrastructure for concessionaire tents and displays

11 The Italian Gardens

- Programmed for performances and special events during the Fair

12 The Skateboard Park

13 Renfrew Street

14 The Parade

- The 'Main Line' during the Fair with excellent layout for concessionaire tents and Fair-time PNE parade route

15 The Green

- Large lawn configured for day-time stage and beer garden during the Fair

16 The Sanctuary

- Programmed quieter, educational, or contemplative activities

17 The Garden's Gardens

- Demonstration and experimental gardens showcasing local food, horticulture, ecology and art

18 Festival Meadows

- New programmed space for the Fair
- Festival and event infrastructure is built-in to shorten set-up and tear-down time

19 New Hastings Community Centre

20 New Brighton Park

21 Saltwater Marsh

22 Tunnel Connection

23 Creekway Park

24 Long Term Pedestrian / Cyclist Overpass

- Pedestrian and cyclist overpass spanning McGill Street

25 Short Term Tunnel Retrofit

26 Daylighted Stream

27 Perimeter Park Greenway

- Greenway open to the public during Fair-time

28 Back-of-House

- Discretely located service area with good access to Bridgeway

29 Playland

- Most of the current rides and retained as Playland gradually expands north with new rides and attractions to an ultimate size of 22 acres
- Interconnected series of paths and plazas with shaded seating and patio cafes
- Rides and attractions surrounded by trees and vegetation

30 Dundas Connector

- Link to Vancouver Heights and Burnaby's bike routes

31 The Amphitheatre

- Programmed with shows and performances during the Fair
- Great views to Racecourse, Burrard Inlet, and the North Shore Mountains

32 Windermere Belvedere

- New main entrance to Playland
- Food service and washrooms – a great place to grab a coffee or snack and enjoy the view

33 Off-season Connector

34 Empire Fields

35 Naturalized Areas

36 The Plateau

37 Leaside Tunnel

38 Park Corridor

- Enhanced perimeter greenway path open during Fair-time

39 Old Playland Entrance

- Entrance to the Playland during Fair-time only

--- Secured Fair Perimeter

3.5 A Day at the Fair (Map)





4.0 Detailed Planning Directions

4.1 Overview

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 to respond to City Council directives and the approved Terms of Reference.

These Planning Directions were subsequently elaborated on and fleshed out in more detail as the illustrative concept plan was developed and refined. In this section, the goals of the Planning Directions are described along with plans, illustrations, and appropriate precedent photos outlining the strategies recommended to achieve the vision for Hastings Park.

The Planning Directions discussed below address:

- Sustainability
- Connections and Greenways
- Park Spaces
- Playland
- Heritage Resources
- New Flexible Building Space
- Operations, Parking, and Vehicle Access
- Hastings Community Park and Community Centre.



Example of Surface Stormwater Management Feature

4.2 Sustainability

4.2.1 Greenest City Action Team and the Master Plan

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

Climate Leadership

The use of renewable energy and recovery of energy from waste will be explored while developing an energy plan for Hastings Park.

Green Buildings

- Retaining and rehabilitating historic buildings in Hastings Park for reuse minimizes resource consumption and unnecessary waste production.
- Renewal of on-site buildings is an opportunity to dramatically improve energy performance.
- New buildings within Hastings Park shall achieve LEED Gold Standard.

Green Mobility

Mobility will be increased with over five kilometres of new pedestrian and bicycle trails proposed in the Master Plan. These proposed trails will provide safe and convenient linkages to the network of existing greenways, bikeways, and road-based cycling routes surrounding Hastings Park including: the Portside Greenway, the East Side Crosscut Greenway (proposed), the Trans-Canada Trail, the Burnaby Heights Trail System, the Kaslo Bikeway, the Adanac Bikeway, and the Cassiar Bikeway (the main access route to the Ironworkers Memorial Second Narrows Bridge). An eight block stretch of Renfrew Street is proposed to be traffic-calmed.

Zero Waste

Best practices to reduce waste from events and attractions and day-to-day operations of Hastings Park (takeout food containers, cups utensils, compost, and recycling) will be optimized.

Access to Nature

- Almost tripling the amount of park space in Hastings Park from a current area of 11 hectares (27 acres) to over 30.8 hectares (76 acres) is achieved.
- Daylighted stream and saltwater marsh provide new habitat, restore ecological functions, connect habitat, and improve the quality of stormwater entering Burrard Inlet.
- Enhanced neighbourhood connections provide safe and convenient access to Hastings Park and the waterfront at New Brighton Park.

Clean Water

- Water efficiency in all building retrofits and open space redevelopment is sought.
- The performance of Hastings Park utility infrastructure will be optimized with its renewal during the build-out of the Master Plan.
- Hastings Parks contains many large buildings with significant roof area that present opportunities to explore the use of captured rainwater.
- The Master Plan proposes to increase permeable surfaces within Hastings Park.

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.

The following sections provide more detail on how the Master Plan addresses sustainability and environmental performance.

4.2.2 Stormwater Management

Since the development of the Sanctuary in early 2000, Hastings Park has always been envisioned as a place of rehabilitated natural systems. The connection of the Sanctuary to Burrard Inlet with the daylighted stream and riparian corridor will act as the backbone upon which the stormwater management system of Hastings Park will be built. A dendritic system of detention and infiltration mechanisms such as raingardens and bio-swales will connect to the daylighted stream to slow, clean, and infiltrate stormwater. With the detailed design of subsequent phases of the Master Plan, this system will be woven into the design of all areas of the site.

4.2.3 Habitat

The focus of habitat expansion (more than double the current area) in Hastings Park will be along the riparian corridor that extends to Burrard Inlet. The saltwater marsh at the mouth of the daylighted stream will also be a unique rehabilitated habitat type that is rare along the developed portions of Burrard Inlet.



Sanctuary in Hastings Park

Other opportunities for upland habitat creation exist in the development of the Park Perimeter Greenway, particularly along the eastern sloped boundary of the park and areas isolated by the McGill Street, Bridgeway, and TransCanada Highway interchange. Currently dominated with invasive species, these areas are ideal for planting large conifer and native understory plants which in turn will support habitat for birds and other smaller animals.

The Garden's Gardens will also provide the potential to showcase a variety of habitat types that can be developed on a smaller scale and can act as an ideas incubator or residential demonstration garden. Naturescaping – landscape focused on habitat and food sources

for urban wildlife, native plant gardening, wildflower meadows and pollinator planting – has potential in the development of the Garden's Garden as a innovative place of learning and urban ecology.

4.2.4 Sustainable Renewal and Operations

Renewal is a key word in the Vision Statement for Hastings Park. This renewal speaks not only to the existing physical assets and natural systems of the park but also to the potential for the sustainable renewal of the annual Fair, festivals, cultural performances, and events that will define the Hastings Park of the future. Through places like the Sanctuary or the Garden's Gardens or the green operations of Playland, festivals, and events that minimize their impacts on the environment, Hastings Park can become a showcase for the integration of innovative sustainability and environmental stewardship.

Green Building

The renewal of the collection of Art Deco and Art Moderne buildings is a significant component of the Master Plan and represents several opportunities to enhance the sustainability of Hastings Park. Retaining and renewing existing buildings sustains the city's cultural, social, and historical heritage while minimizing resource consumption and unnecessary waste production.

Retrofits will improve performance in key areas identified in the City's adopted Leadership through Energy and Environmental Design (LEED) rating system: energy savings, water efficiency, CO² emissions reduction, improved indoor environmental quality, and stewardship of resources. Any new buildings proposed in Hastings Park will be built to LEED Gold Standard.

Energy Planning

The size of Hastings Park presents a unique opportunity to consider environmental and sustainability improvements on a large scale. An Energy Plan for Hastings Park should be explored along with the use of renewable energy and recovery of energy from waste (e.g. the Coliseum ice plant). The Master Plan is recommending a high level audit of current energy demands to identify opportunities for renewable sources, recovery, and conservation and to rationalize energy use throughout the park.

Sustainable Landscape Design and Management

The Master Plan proposes to almost triple the amount of park space within Hastings Park. This will have significant implications on the landscape maintenance and management activities within the park. Exploring innovations in the detailed design of all spaces will be essential to ensure resource-efficient landscape management. The Green and Festival Meadows are proposed as large lawn areas that, in conventional terms, can potentially consume large amounts of resources. Experimentation in planting design

and maintenance regimes should be explored to match not only the programming needs of the space but to achieve a higher level of environmental performance than traditional lawn.

The daylighted stream corridor with its riparian habitat will need on-going management as the landscape matures and evolves. This management will ensure diversity and protection from invasive species. Places like the Garden's Gardens will provide opportunities to experiment and showcase a variety of landscape innovations on a smaller scale.

Sustainable Operations

The operation of the annual Fair, Playland and other festivals, cultural performances, and events are significant opportunities to reduce environmental impacts. Currently, the PNE has many sustainability initiatives underway which it continues to advance through its Sustainability Committee.



Example of Roof-Mounted Solar Panels

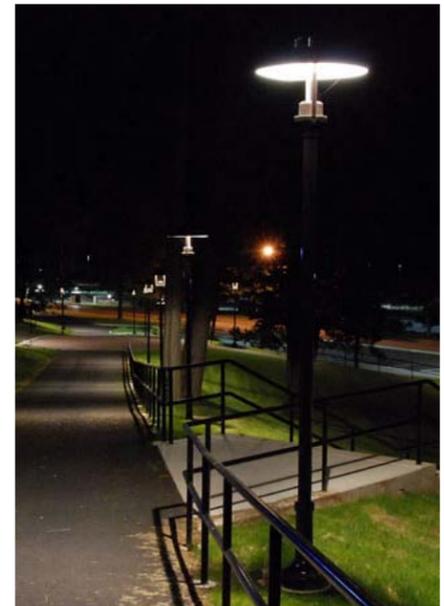
Recent initiatives include:

- Showcasing use of solar and geothermal technology in the PNE prize home
- Promoting the 100 mile diet through agricultural programming
- Composting all green waste from operations
- Composting pre-consumer waste
- Conversion of fleet vehicles to natural gas or propane
- Expanding waste diversion programs to include signage, old uniforms, batteries, waste oils, and liquids
- Setting recycling requirements for all exhibitors and concessionaires.

4.2.5 Accessibility, Safety, and Lighting

Accessibility

The redevelopment and detailed design of Hastings Park will consider accessibility in many ways: the design of amenities to ensure inclusivity, universal design of park access routes and trails, especially ramps, surfaces and finishes; and techniques used for wayfinding, communication, lighting, and tactile indicators.



Example of Full Cut-off Pathway Lighting

Safety

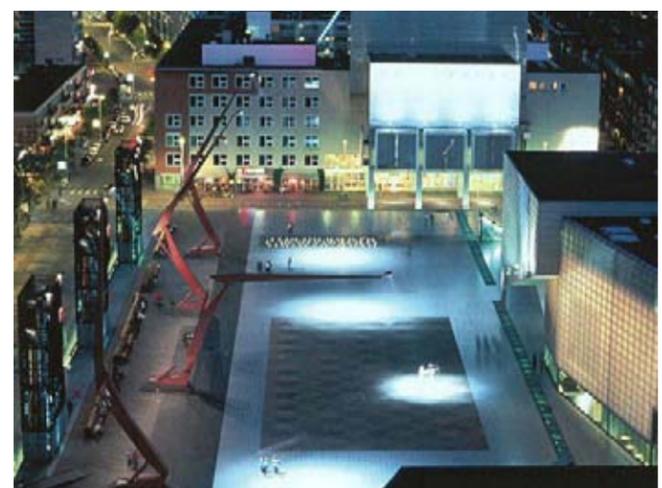
Redevelopment of Hastings Park is an opportunity to integrate Crime Prevention through Environmental Design (CPTED) strategies to influence behaviour and enhance the safety of Hastings Park.

Safety will be designed through:

- Natural access control using techniques that include: defining clear entrances to the park that visually stand out in order to orient and direct park users, providing orientation with directional signage, and offering strong design cues that indicate public park use
- Natural surveillance involving the placement of features in such a way to maximize visibility at all times and provide clear sightlines and visual connections among spaces with the park
- Physical design that enhances a sense of community ownership and responsibility
- Maintenance and management of park spaces that expresses a level of control and surveillance: "Someone cares what happens in the park ... and so will I."

Lighting

It is recommended that a site-wide lighting strategy for Hastings Park be developed to address the multiple lighting needs. Hastings Park is a complex space of many moods, places, and operational modes. Proposed major bicycle and pedestrian routes, celebratory spaces,



Example of Contemporary Plaza Lighting

and tranquil natural areas make up the diverse spaces within Hastings Park that will need to be addressed in terms of lighting. Through thoughtful planning and design, lighting can also play a key role in providing safety and security and in the establishment of the park's identity.

At a high level, a lighting strategy should address the following:

- Development of goals and principles
- Management of light pollution and glare
- Conservation and rationalizing energy consumption
- Defining lighting standards and consistency of their application.



Example of Separated Pedestrian/Cyclist Pathways

4.3 Connections and Greenways

4.3.1 Introduction

Improving connections city-wide, at a neighbourhood level, and within the park are key objectives of the Master Plan. Several City greenways and bikeways interface with Hastings Park. These can play a major role in improving recreational access and supporting alternative transportation with connected bike commuter routes, including improved connections to the Ironworkers Memorial Second Narrows Bridge. Surrounded by major arterials, Hastings Park is considered to be somewhat disconnected physically from the surrounding community and the waterfront.

Goals for improved connections are to:

- Improve neighbourhood and city-wide pedestrian and bicycle connections to and through the park
- Create destination pedestrian and bicycle amenities within the park that are accessible year round
- Enhance a sense of openness and visual access into the park
- Provide connection options to New Brighton Park
- Calm traffic, improve crossing safety and comfort, and enhance the streetscape of Renfrew Street as an attractive setting for the Park Perimeter Greenway.

4.3.2 New Brighton Connection

Creation of a safe, convenient, and coherent connection to New Brighton Park is central to the pedestrian bicycle network of the Master Plan. Both short and long-term options are proposed.

In the short term, an at-grade connection proposes to utilize the existing tunnel connections under McGill Street and the CPR lines. This will involve separated pedestrian and bicycle trails, enhanced crossings at the McGill Street on-ramps and off-ramps, and retrofitting the tunnel under CPR lines. In the long-term, a pedestrian/bicycle overpass over McGill Street is proposed.

4.3.3 Greenways

Several City greenways and bikeways interface with Hastings Park. Connecting these routes, both through and around the park, will facilitate neighbourhood connectivity, recreational access, and alternative transportation. Bike commuter routes will improve connections to the Ironworkers Memorial Second Narrows Bridge which serves as a major bicycle commuter route. A total of 5.4 kilometres of pedestrian and bicycle trails is proposed.

Park Perimeter Greenway (3.2 kilometres)

- The Park Perimeter Greenway is a separated pedestrian/bicycle trail in a landscaped corridor that encircles the park that creates an active welcoming edge to Hastings Park.
- During Playland's operating season this greenway provides a bypass route around the southern edge of Playland and along Festival Meadows and the Plateau area.



Greenway Node for Rest and Enjoyment

- Lighting, signage, and park furniture along the Perimeter Greenway reinforce park identity and enhance usability and comfort.
- Pedestrian and bicycle trails may need to be combined in areas with space constraints.
- This Greenway provides a sense of openness and visual access into the park.

North-South Greenway (1.3 kilometres)

- This separated pedestrian/bicycle trail will comprise the northern segment of the proposed Eastside Crosscut Greenway which will eventually connect to the Fraser River.

- This greenway system begins at Windermere Street south of the park, travels along the upper edge of Festival Meadows and the edge of Festival Plaza and then continues along the daylighted stream corridor through Creekway Park to New Brighton Park.
- North of the park it connects west to the Portside Greenway and east to the TransCanada Trail.

4.3.4 Renfrew Street

Along the western boundary of Hastings Park, seven local streets from the adjacent neighbourhood terminate at Renfrew Street. This condition, along with the desire to calm traffic on Renfrew Street, creates significant opportunities to facilitate stronger community connections and create an active, welcoming edge along the west side of Hastings Park.

The following strategies are proposed:

- Traffic calming measures for Renfrew Street such as corner bulges and shortened crossing distances
- Landscaping, signage, lighting, and park furnishings at the local street intersections to create a series of small park gateways at a pedestrian scale
- Removing one lane of vehicular traffic on Renfrew Street and adding it to the eastern edge as part of the Perimeter Park Greenway.

4.3.5 Connection to Hastings Community Park

Previous plans investigated a grade-separated connection across Hastings Street; however, significant subsurface infrastructure along Hastings Street negates the feasibility of this concept. The Master Plan proposes to focus on enhancing street level crossings.

Windermere Street is the current connection point to the proposed Eastside Crosscut Greenway to the south and the North-South Greenway to New Brighton Park to the north.

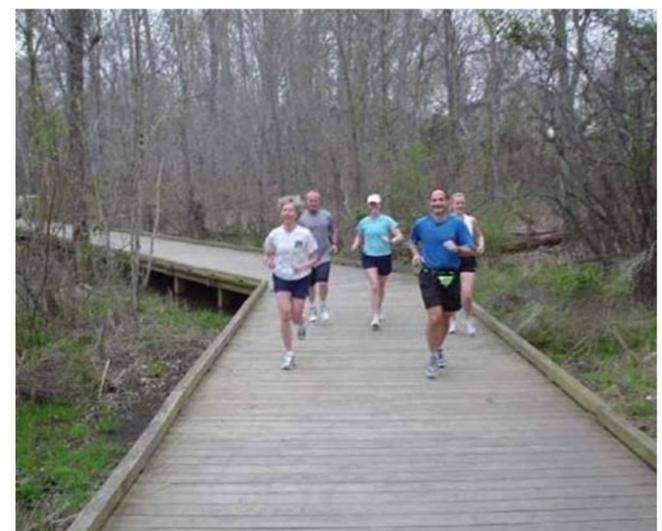


Connecting to the City-wide Greenway and Bikeway Network

- North-South Greenway
- East-West Greenway
- East-West Greenway Alternate Route
- Perimeter Greenway
- City of Vancouver Bikeway

East-West Greenway (0.87 kilometres)

- This greenway provides an east-west pedestrian/bicycle connection mid-way through Hastings Park and Playland (off-season) between the Hastings-Sunrise neighbourhood to the west and the Vancouver Heights/Burnaby urban trail system to the east.
- Off-season connector provides a direct route through Playland to a pedestrian controlled crossing at Cassiar Street.
- During Playland's operating season, a southward bypass route is available around the southern edge of Playland and Festival Meadows.
- This provides linkages to the Cassiar Bikeway (Ironworkers Memorial Second Narrows Bridge) and the Sunrise Bikeway (Kaslo).



Example of Pathway in an Environmentally Sensitive Area

The following recommendations are proposed:

- Exploring options of separate pedestrian and cyclist facilities along both sides of Windermere Street between Pender and Hastings Streets connecting with the pedestrian activated crossing at Hastings Street
- Developing options to enhance pedestrian flow during large events by modifications to Windermere Street between Pender and Hastings Streets.

The major intersection of Hastings and Renfrew Streets has significant volumes of pedestrian traffic, especially during large events. The location of the new community centre at the southeast corner of this intersection will also increase pedestrian volumes. Options to enhance pedestrian crossings and comfort with widened crossings, sidewalks, and pedestrian priority signals will be explored.

4.3.6 Internal Pathways and Connections

A substantial number of internal pedestrian pathways and connections currently exist within Hastings Park. These pathways form the base level of a hierarchy of circulation and provide the fine network among the various open spaces in the park. Through the detailed design of subsequent phases of development, existing pathways and connections will be linked into new open spaces as they are developed.

These include:

- Connection of the trail and pathways around the Sanctuary to Festival Meadows and the Garden's Gardens
- Extension of Pandora Street that terminates in a lookout over the Sanctuary
- Internal pathways through the Garden's Gardens
- Connection of the Italian Gardens to the Parade
- Connections between Coliseum Plaza and Miller Plaza.

in both passive informal use, for use during the hosting of the PNE Fair, and as venues for various festival and special events over the course of the year.

These spaces are linked together by the network of pedestrian and cyclist routes from major connections through to minor pathways. The spaces will also be connected to the City's larger greenway system.



Example of an Outdoor Café in an Urban Plaza

4.4.1 Festival Plaza

Festival Plaza functions as a new urban 'Heart of the Park' featuring comfortable seating, public art, high quality paving and lighting. It is intended as a place where one, can grab a coffee, access Wi-Fi, read a book, chat with friends, or splash in a water feature.



Example of a Water Feature in an Urban Park

Festival Plaza is envisioned as having a flush surface with the interior floor of the Livestock Building. On sunny days, the Livestock Building, retrofitted with garage-style doors, will offer a seamless indoor-outdoor interface. On rainy days, smaller doors would provide a number of entry points and give users a dry place to retreat to.

The eastern edge of Festival Plaza integrates with the daylighted stream channel which will include a wide green buffer between Festival Plaza and the back of the Amphitheatre stage. The Master Plan illustrates rows of trees along the eastern edge of Festival Plaza to further reinforce the green stream corridor and provide shade in the summer.

The northern edge of Festival Plaza will integrate with Miller Plaza and the southern edge with the Parade, creating a large contiguous hard-surface area for Fair, festival, and event programming.

Festival Plaza, in combination with the Livestock Building, will have built-in infrastructure to support events including: programmable lighting, water, electricity, sound system hookup, washrooms, and back-of-house facilities. This

4.4 Park Spaces

The Master Plan retains existing park spaces and creates significant additional ones. The new park spaces will provide active and passive recreational opportunities and introduce new places for Fair and special event programming. Park spaces have been considered for their roles

infrastructure will reduce set-up and tear-down time for festivals and events as well as potentially lowering costs for rental of temporary equipment and other support that is typically incurred by festivals using local park venues.

4.4.2 The Allée

The Allée, formed by the existing double row of London plane trees, is retained and reinforced as the north-south pedestrian spine along the west side of the Park between the Forum and Rollerland. This connection is the eastern edge of the urban rooms that contain the Skateboard Park and the Italian Gardens.

4.4.3 Miller Plaza

Miller Plaza is planned as a day-to-day vehicular access road with passenger drop-off and some parking for people with mobility challenges. During the Fair and large special events, Miller Plaza will be transformed into a pedestrian-only space made possible by vehicular turnarounds at both the Coliseum and Playland sides of Miller Plaza and through the use of moveable bollards. A pavement treatment is intended to integrate Miller Plaza with Festival Plaza to the north and to express that the area is a pedestrian priority zone, even when it is opened to vehicular access.

Miller Plaza will be designed to provide space for linear exhibit set-up during the Fair. It should have green edges on both its north side, as a buffer to the wall around the Racecourse, and on the south side, as a transition to the historic façade and elevation of the Livestock Building.

4.4.4 The Italian Gardens

The Italian Gardens were introduced into Hastings Park as a phase of the implementation of the Restoration Plan with the support and participation of Vancouver's Italian community. They are retained within the new Master Plan.

These gardens provide a variety of open spaces for daily use and are venues for performances and temporary art during the Fair and events. The Master Plan is recommending that the playground in the Italian Gardens maintain existing structures and enhance its play opportunities with:

- More child-scaled spatial qualities
- Better connected and integrated play experiences
- An enclosed area for 2-5 year olds.

4.4.5 Skateboard Park

The Skateboard Park is a well-used youth facility that was built at the same time as the Italian

Gardens. It is integrated into the current Master Plan without alteration.

4.4.6 The Parade

The Parade is the new dominant east-west movement route through the heart of the park. It links to Renfrew Street with central water features through the Italian Gardens and to Hastings Street via the Allée. It moves between the Livestock Building and the Sanctuary to Playland's main entrance or, when Playland is closed for the season, through Playland to Empire Fields and the Cassiar Street stairs.

The Parade is envisioned as a wide paved route that can readily accommodate two rows of temporary food and merchandise stands during the Fair and other events. On an ordinary day, it will provide seating and people watching opportunities along the sunny south side of the Agrodome and Livestock Building plus great views over the Sanctuary.



Picnic in a Meadow Setting

4.4.7 The Green

The Green is a new landscaped space between the Skateboard Park and the Sanctuary that will replace an area with remnants of paving and lawn. This area will be transformed into a series of lawn terraces, that slope gently towards the Sanctuary.

On typical days it will be a place for sunning, sitting, picnicking, and informal games. During the Fair and events, it will serve as a small performance venue readily adapted with a temporary stage and seating in a location similar to the Main Stage during recent PNE Fairs.

4.4.8 The Sanctuary

The Sanctuary remains the focal point of the heart of Hastings Park's green core and retains the promise of a connection to Burrard Inlet via New Brighton Park. Park space around the Sanctuary is expanded to the west by The Green

and the Garden's Gardens, and to the east by the Festival Meadows. The introduction of new green park space around the Sanctuary is intended to support its ecological functions and to take pressure off its use for passive recreation as overall park attendance grows in the future.



Heron in the Sanctuary

When constructed, the Sanctuary was intensively planted with a wide selection of native plants that have now matured. The habitat created around the Sanctuary currently supports a wide range of birds and small animals. However, the landscape requires some management to keep key sightlines open into the pond from adjacent paths and to address concerns expressed by users about personal safety in the Sanctuary. These competing interests of habitat and safety will need to be carefully balanced with the intention that the Sanctuary be kept as a place that values its ecological diversity, discourages noisy and potentially disruptive activities, requires that dogs be on leash, and avoids overspill of artificial light into habitat zones.

shows and temporary installations, including garden and landscape design competitions.

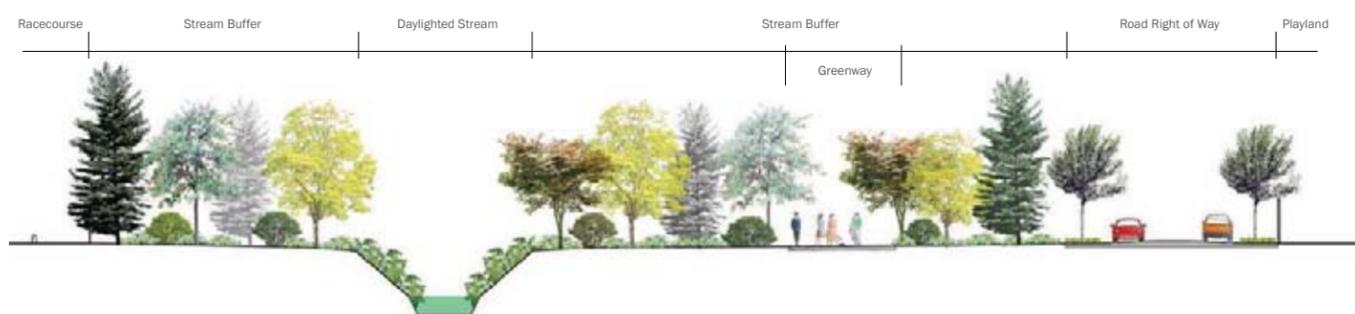
A hard surface edge around the Garden Auditorium includes a small outdoor amphitheatre space at the north end of the building for intimate performances, potentially related to the cultural and community uses programmed into the Garden Auditorium or hosting public talks related to what is going on in the Gardens.



Example of a Meadow Space in an Urban Park

4.4.10 Festival Meadows

Festival Meadows are created by relocating a significant portion of Playland. The resulting two large adjacent meadows, sloping towards the Sanctuary, offer new park space for flying kites, playing games, picnicking, and relaxing.



Conceptual Cross Section of the Daylighted Stream

4.4.9 The Garden's Gardens

A series of terraced gardens are envisioned on the slope west of the Sanctuary. Parking and vehicular access on the east side of the Garden Auditorium can be phased out and replaced with landscaped gardens once the Administration Building is removed and its functions relocated to the north side of the Coliseum.

Potential ideas for the new gardens include demonstration and experimental gardens showcasing local food, horticulture, ecology, and art. These gardens could be a venue for garden

During the annual Fair and other appropriate events, Festival Meadows will be readily set up as one or two outdoor performance venues with temporary stages and permanent support facilities, including water, electricity, and nearby washrooms.

4.4.11 Creekway Park

This three acre parcel of City-owned land is located between McGill Street and the railway tracks. Creekway Park is planned as part of an improved at-grade connection between Hastings and New Brighton Parks. Currently used for parking, including truck storage during the PNE

Fair, this area is intended to be a node on the new greenway connection to New Brighton Park and also a linkage to the TransCanada Trail. Creekway Park will also be part of the daylighted stream corridor for Renfrew Creek en route to the ocean.



Example of a Naturalized Stream

4.4.12 Daylighted Stream Corridor

The design of the Sanctuary's ponds was predicated on the concept that it was the first phase in daylighting the historic Renfrew Creek, once a central feature in Hastings Park. The ultimate vision was that the stream would run under Hastings Street through to Burrard Inlet. The first phase of the daylighting project resulted in two linked ponds that capture and bioremediate stormwater from the surrounding park and also from its upland watershed. To this end, the City of Vancouver has begun a fifty year staged replacement of combined storm and sanitary sewers in the Renfrew Creek catchment area to supply stormwater to the ponds in the Sanctuary.



Renfrew Creek in Hastings Park - Early 1900s

The Master Plan calls for each new implemented project in Hastings Park to be designed to contribute its stormwater, from roofs and other

impermeable surfaces, into the daylighted creek system or to be set up to contribute to it in the future. These provisions were made in the implementation of the Italian Gardens and in the subsurface drainage of Empire Fields.

The ponds were designed with deep places for fish to retreat to in hot weather and set elevations to provide the potential for future fish migration up to the ponds from Burrard Inlet. The Master Plan for New Brighton Park was updated in the 1990s to anticipate the daylighted stream system and a saltwater marsh where Renfrew Creek would enter Burrard Inlet. This future concept for New Brighton Park is illustrated in the Hastings Park / PNE Master Plan.

The planned route for the daylighted Renfrew Creek exits the existing ponds to the northeast alignment and passes under the Parade in a short culvert or under a bridge. The stream is contained within a green corridor along the east side of Festival Plaza to a second short bridge or culvert under Miller Plaza. The stream then flows within a wide ravine corridor around the south end of the Racecourse with only one narrow road crossing for access to the new horse barn area. Along the edge of the Racecourse, access to the western edge of the stream will be constrained by a ravine that will also serve as a barrier to public access into the Racecourse.

The creek will require a culvert to pass under McGill Street and its associated on-ramps and off-ramps. It will return briefly to daylight in Creekway Park before passing through a retrofitted existing tunnel into New Brighton Park. The creek will finally move through the planned marsh environment to Burrard Inlet.



Amphitheatre in Hastings Park

4.4.13 The Amphitheatre

The planned Amphitheatre is an upgrade of the existing facility in its present location. The intention is to provide a covered stage in a green setting with truck access and modern back-of-house infrastructure. It will remain a primary

venue during the PNE Fair and will be designed to host concerts and festival events at other times, including consideration of being enclosed with temporary fencing for paid events.

The design objectives for the redevelopment of the Amphitheatre include new seating at a more moderate slope, a wide paved area around the stage that can be used for performance space or temporary seating, and an upper area, integrated with the Parade that can accommodate standing room for large crowds.

4.4.14 Windermere Belvedere

Located at the top of Windermere Hill, the Belvedere will be a place with panoramic views over Burrard Inlet and the North Shore mountains. This area will serve as the entry plaza for Playland and the arrival space for the Amphitheatre. A double fronting food service building will offer food and beverage to the public on the west side of the buildings and Playland patrons on the east side. Café seating and tables enliven the Belvedere during Non-Fair time and when festivals are using the Amphitheatre. Outside of Playland's season, the food services could be activated during special events or remain open for public park users.

4.4.15 Empire Fields

Empire Fields were implemented as part of the Restoration Plan in the 1990s. In 2010, they became the site for a temporary stadium for the BC Lions football season and were used as a venue during the 2010 PNE Fair. The temporary facilities will be removed after the 2011 PNE Fair. It has been arranged that lighting and artificial turf from the temporary stadium will be retained on-site by the City. Empire Fields will be reinstated as artificial turf fields and a track for community use.

The reinstatement of the playfields is an opportunity to also construct a pathway connection around Empire Fields that is part of the Perimeter and Plateau separated pedestrian/cyclist Greenways. The fieldhouse will be reintegrated into the park setting and activity-oriented recreation facilities are planned for the Plateau.

During Master Plan consultation, community feedback indicated that viewing and seating opportunities for watching games should be explored with the reinstatement of Empire Fields. This could be achieved by providing tiered benches or seat walls in the west slope of Empire Fields.

The 600 metre running track around Empire Fields was a popular local amenity; however, feedback indicated that the gravel surface was often damaged from runoff and poor drainage. Reconstruction of the track will be an opportunity

to explore other, more durable surfaces, such as poured-in-place rubber.

4.4.16 The Plateau

The Plateau takes advantage of a terrace immediately east of the wooden rollercoaster. The western edge of this terrace is defined by a fence adjacent to the wooden coaster. The coaster is a backdrop to a series of active sports facilities that could consist of a dirt jump and bike trials area, and hard surface courts for ball hockey and basketball.



Example of a Dirt Jump Area

Locating this space along the main pathway network and next to Empire Fields and its fieldhouse allows an area that can accept noisy activity, has washrooms nearby, and is readily accessible by transit, foot, and bicycle. The added activity will help animate Empire Fields during the day and in the evenings and would also benefit from being in close proximity to Leaside Tunnel.

Leaside Tunnel is a year-round community-initiated skateboarding enclave. The tunnel, which runs under Hastings Street at the southeastern end of Empire Fields, hosts various skateboard obstacles and a graffiti gallery. Since the tunnel is the only grade separated crossing of Hastings Street, it also plays a role in connecting pedestrians conveniently and safely to neighbourhoods south of Hastings Street. Accessibility improvements at the south end of the tunnel are proposed to link into the lane right-of-way that connects south to Adanac Bikeway, the pedestrian/bicycle overpass over Highway 1 at William Street, and the Rupert Park trail system.

4.5 Playland

4.5.1 Expansion and Boundary

The expansion of Playland is predicated on two goals: one is to expand in order to permit greening within Playland itself without displacement of program capacity; the other is to permit expansion to respond to market potential. Expansion is coordinated with the objectives of the broader Master Plan.



Example of an Amusement Park with Ample Mature Landscaping

The Master Plan contemplates the adjustment of the boundary of Playland to achieve several objectives:

- Concession of space currently occupied by Playland on Windermere Hill, to allow for the creation of Festival Meadows space.
- Removal of space along the southern boundary of Playland to accommodate the greenway and provide improved connectivity of Empire Fields to Hastings Park (the area is currently occupied by the flume ride).
- Expansion of Playland's land area to accommodate greening consistent with City objectives, to better integrate Playland into the Hastings Park landscape, and to provide an improved guest experience. The area provided for greening will not itself increase the gross guest handling capacity of Playland.
- Expansion of Playland to permit the addition of rides to satisfy potential market demand, as recommended during the market analysis phase of the Master Plan process. Permanent expansion will also satisfy Fair period demand, with the goal of eliminating the need for temporary rides to be added for the Fair. Currently, the set-up and tear-down of temporary rides extends the disruption of the park both before and after the Fair.
- Retention of the wooden rollercoaster in its current location.

The configuration of Playland reflects the following considerations:

- Retention of a portion of the existing ride area to partially mitigate impact of relocation of rides

- Relocation of the entrance to Playland to a more central location within Hastings Park, fronting onto the Windermere Belvedere in close proximity to Miller Drive
- A western boundary on Windermere Hill that has been moved east to the benefit of the creation of Festival Meadows
- A western boundary in the north expansion that has been established to permit a sufficient corridor for the routing of the daylighted stream and realigned Miller Drive
- Perimeter boundaries that permit space for planned greenways
- Expansion of Playland area to permit the addition of rides thus satisfying potential market demand
- Expansion of Playland area to permit the desired greening improvements.

Prior to implementation of any relocation or expansion of Playland, a detailed Master Plan study of Playland will be undertaken with the direct involvement of the Playland operations team. The current Master Plan study guides the sizing and rough configuration of Playland only. A further detailed study of Playland will address issues such as ride placement, guest circulation, and greening strategies.



Visitor Comfort and Amenity

4.5.2 Access, Layout, and Circulation

Access

The Master Plan contemplates a new Main Entrance to Playland off Miller Drive. The existing entrance facing Hastings Street will be closed. This will reduce the impact of street crossings in this area from people using the parking lot south of Hastings Street and provide an increased green area along Hastings Street through which the Perimeter Greenway will be routed. Drop-off and parking for Playland guests will be more conveniently located centrally within Hastings Park.

Layout

The internal layout of Playland will be detailed in an operation-specific strategic Master Plan. The proposed Master Plan contemplates several

criteria that this future study will respect:

- The new park guest entrance should be accessible from Miller Drive
- Provision of new maintenance/Back-of-House facilities for Playland within the north end of the expansion zone with access of Miller Drive
- Retention of Playland’s gated operational model
- Provision of an east-west pedestrian and bicycle linkage through the park to be open when Playland is closed for the season. This linkage will provide connection to an east-west corridor through the site.

Circulation

The Master Plan addresses the issue of circulation around Playland through the routing of North-South and Perimeter Greenways. During the season when Playland is closed, the east-west pedestrian and bicycle linkage noted above will be available.

Though Playland will remain a secure and gated operation, its configuration has respected the desire to maximize access, connectivity, and utilisation of the balance of Hastings Park. Guest circulation within Playland and the east-west corridor connection will be the subject of a more detailed study of Playland. Internal circulation will ultimately be guided by:

- The need for gradual staged expansion to the north
- Provision of an intuitive circulation network within both the north and south ‘lobes’ of the proposed expanded Playland.

4.6 Heritage Resources

In 2010, the PNE Fair celebrated 100 years at Hastings Park. For more than a century, Hastings Park has evolved as an exhibition and public recreation park; many buildings and uses have come and gone while others remain as heritage resources. Existing heritage resources are legacies that help to interpret the rich and diverse history of the site and are recommended to be adapted, renewed, and integrated into the future vision of Hastings Park.

4.6.1 Heritage Register Buildings

The Garden Auditorium, Forum, and Rollerland buildings in Hastings Park are significant examples of Art Deco and Art Moderne architectural styles that date from the 1920s to the 1940s. These three buildings are on the Heritage Register. The Livestock Building is not on the Heritage Register, but through a review process with City staff and the Heritage Commission, recommendations will be brought forward along with a Statement of Significance to add the building to the register.

The buildings, primarily the Forum and Rollerland, play a key role as indoor space for the PNE’s Fair

and year-round revenue generation. However, maintenance for these buildings had been deferred pending completion of the planning phase of the Master Plan. All of the buildings require building envelope and seismic upgrades. The Master Plan proposes that all Heritage Buildings remain and be upgraded and retrofitted to current standards. The Forum and Rollerland will be retained as flat floor buildings until the proposed Exhibition Building is implemented, after which these buildings have the potential to serve other uses. Exploration of a more secure, year-round, arts and cultural use of the Garden Auditorium is recommended, with its use coordinated to support the PNE during Fair time by making the building available for Fair programming.



Garden Auditorium in Hastings Park

Garden Auditorium

Originally the Education Building, the Garden Auditorium, was designed by the prominent architectural firm of Townley and Matheson and built between 1939-40. It is one of the most outstanding examples of Streamlined Art Moderne architecture in the province and is classed as an ‘A’ building on the Heritage Register.

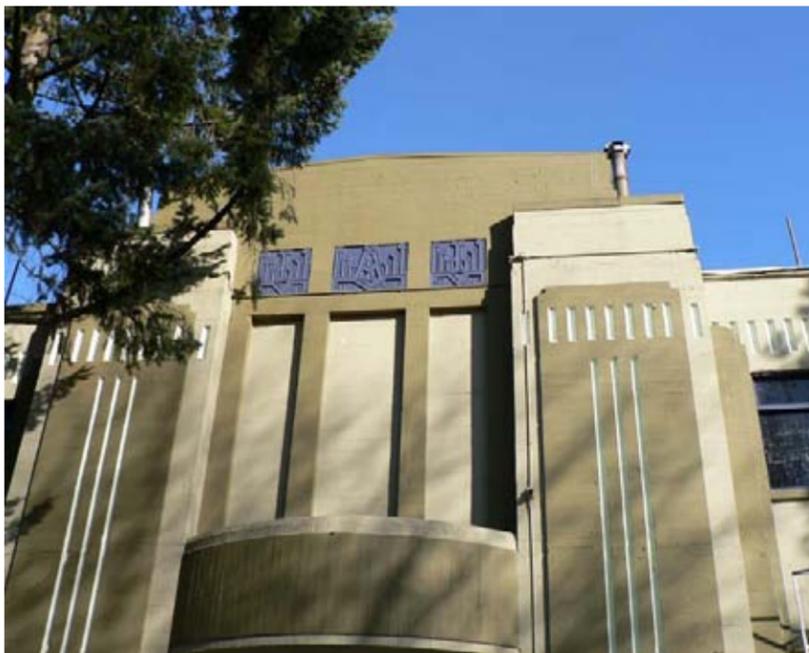
Constructed of board-formed concrete (originally left unpainted), the horizontal banding and rounded elements form a distinctive stylistic palette. The original concrete shell and continuous horizontal banding of the detailing, with a simple hipped roof shape, have been compromised by later additions. The original front entrance of the Garden Auditorium, with its distinctive pair of rounded stair towers, has been obscured by vegetation. Pedestrian circulation and sightlines to the Garden Auditorium and around the Momiji Gardens need to be clarified.

The interior is notable for the stage and perimeter seating on three sides. The acoustic tile suspended ceiling reduces the volume of the space and hides the structural trusses. Many original windows have been boarded up and spotlights are mounted on concrete surfaces

Heritage Buildings in Hastings Park

Building	Date Constructed	Architectural Style	Heritage Designation	Interior Area m ² (ft ²)
Garden Auditorium	1939-40	Streamlined Art Moderne	A	646 (6,950)
Forum	1933	Art Deco	A	4,144 (44,600)
Rollerland	1931	Art Deco	B	1,751 (18,845)
Livestock Building	1929-39	Art Moderne	Recommended A	13,192 (142,000)

compromising the original architectural integrity. Conservation work required to restore the building's exterior should include: roof repairs, opening up historic windows, removing inappropriate additions such as spotlights, and fixing and painting concrete surfaces. Interior upgrades will be driven by the intended future uses but the acoustic tiles and other materials that compromise architectural heritage value should be removed.



Forum in Hastings Park

The Forum

H.H. Simmons designed several buildings at the PNE including the Forum (originally the Automotive and Ice Rink Building) which was built in 1933. It is constructed of cast-in-place board-formed concrete with decorative detailing in vertical relief panels and stylized pilasters of the Art Deco period. The building is similar to Rollerland in style and material. The letter "A" (for Automotive) within a stylized frozen fountain motif is found over the south entry. The building originally had a gracefully arched lamella-framed roof, which collapsed in 1935. The building was rebuilt and reinforced to designs by McCarter & Nairne later that year. While largely intact, the building has had many interventions that detract from its architectural significance. On the interior there is perimeter arena style seating on three sides. It is classed as a 'B' on the Heritage Register.

The Forum is the remaining structure of a group of buildings along the Renfrew Street frontage

that provided interior spaces for exhibits during the PNE Fair. With the removal of the Food and Showmart buildings to begin the implementation of the Restoration Plan during the 1990s, the Forum became the key large, open building for exhibits that required an indoor venue. In recent years, it has been largely programmed with commercial booths and remains an important revenue stream during the PNE Fair.

Over the years the Forum's architectural value has been compromised by incompatible repairs such as inappropriate roof materials and new door openings cut into the concrete walls. In addition, outside overgrown landscaping has obscured building features.

Conservation work required includes: a roofing replacement that considers materials and colours compatible with the building and related heritage buildings, improved roof drainage, removal of inappropriate additions and interventions, and removal of obscuring vegetation adjacent to the building.

Rollerland

Rollerland, originally the Pure Food Building and dating from 1931, is one of several buildings designed by H.H. Simmons at the PNE. Constructed of cast-in-place board-formed concrete with decorative detailing in vertical relief panels and stylized pilasters, the building is a good example of Art Deco detailing and is similar in character to the Forum. It is a 'B' on the Heritage Register.

Rollerland plays a similar role to the Forum as a flexible, open, flat floor building that is programmed during the Fair for indoor exhibits and rented at other times for events such as film production and trade shows.

Changes to the south and north elevations have affected its historic fabric and the setting is marred by asphalt, parking areas, and cobra head light fixtures. Upgrades in 2010 saw the replacement of cobra heads with more compatible and discreet LED fixtures on the north elevation adjacent to the Coliseum Plaza. This treatment should be extended around the entire building. Roof upgrades and the removal of alterations that have harmed its historic fabric should also be completed.

Through the Master Plan, Rollerland is intended to continue operating as a building that supports

the PNE Fair and, at other times, provides a stream of rentals with a mix of commercial, community, and cultural activities. When the new Exhibition Building is built, Rollerland may have the potential to serve community or cultural uses or, alternatively, it might be integrated into the design of the new building, potentially as part of the entry sequence into a below-grade structure.



Example of Contemporary Access Doors in Heritage Adaptive Reuse

4.6.2 Livestock Building

The Livestock Building is a large, single storey concrete and steel truss exhibition building. It is being proposed to be renovated for more flexible use, but without climate control. Upgrades will include building envelope improvements, extensive roof repairs, and restoring and reglazing the windows.



Example of Flexible Open Floor Building

Future Adaptive Reuse

Currently, the Livestock Building has two main floor levels which limits its flexibility. Proposed renovations would be made to improve the condition and accessibility of the floor surface and internal grade changes. Large overhead doors inserted in the south and east elevations would provide a strong indoor-outdoor connection to the proposed Festival Plaza and the Parade. The ability to move easily between indoor and outdoor spaces and provide some shelter will permit flexibility in programming both the building and its adjacent outdoor venues for a variety of events and activities.

The Livestock Building will have a ‘rough and ready’ interior finish that will continue to suit agricultural displays during the PNE Fair and be appropriate for a range of ‘messy’ programs at other times including: arts and crafts, stage set production, agricultural and horticultural shows, and building projects and competitions.

One of the current functions of the Livestock Building is as storage for PNE Fair equipment and furnishings used during the Fair. Design development for the Livestock Building upgrades should provide some storage space with the balance, relocated to a new facility or temporarily adapted to an alternate space. The Livestock Building will be needed for interim storage until the following new facilities, intended for long-term storage are complete: the Exhibition Building, the new Administration Building, and the operations facility at the north end of Playland.

Improvements to the Livestock Building could start with building stabilization and weather proofing, followed by upgrades for event and cultural programming, coordinated with the design and construction of Festival Plaza.

Heritage Value

The heritage value of the Livestock Building includes its association with the agricultural aspects of the Pacific National Exhibition, its role in the Japanese Canadian detention during World War II, its architectural expression, particularly its last major addition designed in the late Art Moderne style, and the spatial qualities of its repetitive bays of clear span open space with clerestory monitors.

While the early decades of the former Vancouver Exhibition (now PNE) focused on showcasing industry and promoting Vancouver, by the 1930’s its role had expanded to include agriculture and livestock. Over a ten-year period spanning the end of the 1920s to the end of the 1930s, the Livestock Building expanded three times, to its current size of over 13,192 square meters (142,000 square feet).

A brief but significant chapter in the history of the Vancouver Exhibition was its role as a temporary detention facility for Japanese Canadians during World War II. From March to September 1942 the Federal Government used many of the existing buildings on-site to detain Japanese Canadians prior to sending them to internment camps in the interior of BC. The Livestock Building was used as the women’s and children’s dormitory, a hospital and clinic, housing more than 3,100 people. In 1988 Prime Minister Brian Mulroney formally apologized to Japanese Canadians for the injustices committed during World War II.

The prominent north entrance faces Miller Drive, once the main thoroughfare on the fairgrounds. Now this façade is less prominent as the Fair’s east-west orientation has shifted south of the

building. Nonetheless, the striking late Art Moderne design of the vast northern façade with its landmark tower and extensive board-formed concrete detailing, is a rare surviving example of this period of architecture. The architectural style, one which exemplifies a decade of growth at the Vancouver Exhibition grounds, relates to the other surviving examples of this period: the Garden Auditorium, the Forum, and Rollerland.

The Livestock Building's vast interior spaces are composed of four parallel bays covered by a system of linear rooftop monitors with clerestory glazing. Simple steel trusses, used repetitively, create the wide span spaces. The consistency of the interior bays belies the variations in exterior expression of the various phases of the building's expansion.

4.6.3 Heritage Structures and Landscape Elements

The Hastings Park site is layered with heritage resources that recall well over 100 years of community use, events, recreation, and memories of past visits to the Fair.

The Racecourse was first located at Hastings Park in 1892 with an upgrade to its current configuration occurring in 1970. The Pacific Coliseum was constructed in 1968 and has hosted many concerts and sporting events; it was the first venue for the Vancouver Canucks bringing NHL Hockey to Vancouver.

Empire Stadium was built in the southeast corner of Hastings Park for the 1954 Empire Games. There for the first time, Roger Bannister and John Landy, together broke the four minute mile, an event commemorated on-site by a bronze sculpture by Jack Harman. Later, Empire Fields was built on the site of the demolished Stadium. The footprint of the Stadium structure was retained as a reminder of the past. The Stadium was also the site of famous performances: Elvis Presley in 1957 and the Beatles in 1964 are prominent examples.



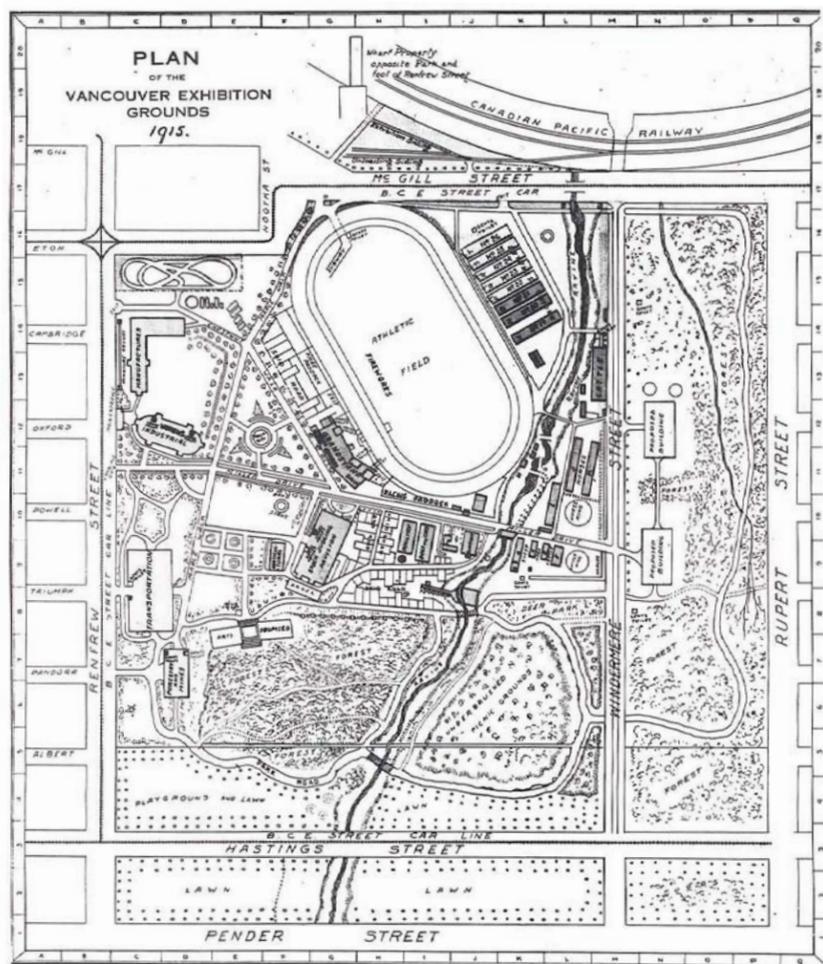
Existing Bannister and Landy Commemoration

performances: Elvis Presley in 1957 and the Beatles in 1964 are prominent examples.

Early on, Miller Drive was the east-west roadway across the site. The Master Plan retains a short section of Miller Drive in its historic location along the north façade of the Livestock

Building. This section of Miller Drive becomes a pedestrian area during Fair and event times, with vehicular circulation on typical days. To mark the opportunity for historic interpretation, the area is named Miller Plaza.

The ravine and stream were a significant physical element of Hastings Park in its early days pre-1900. The planned daylighting of the historic creek is as near as feasible to the location of the original ravine. Urban development and subsequent impacts to water quality in the local watershed have dictated that the creek retain and filter water destined for Burrard Inlet. This has necessitated changing the form of the watercourse from a forested stream to a series of ponds.



Renfrew Creek in 1915 Site Plan

Several other commemorations are located in Hastings Park and retained within the Master Plan. Two sculptures are located in the Italian Gardens: Christopher Columbus and the Workers' Memorial. A plaque in the Momiji Gardens marks the history of the Japanese Canadians detained at Hastings Park at the start of World War II.

Another important heritage resource is the wooden rollercoaster from 1958, the oldest operating wooden coaster in North America, designed by Carl Phare. The retention of the rollercoaster as a key feature of Playland was critical in determining the new footprint of Playland in the Master Plan.

4.6.4 First Nations

Hastings Park lies within the traditional territories of the Tsleil-Waututh, Squamish, and Musqueam First Nations, all of whom used Burrard Inlet and its foreshore lands for fishing, gathering, hunting, and settlement. Over the last hundred years, successive development, infrastructure projects, extensive fill to create new land along the waterfront of New Brighton Park and the infilling of Renfrew Creek have dramatically altered this environment.



Chief Dan George Welcome Pole in Hastings Park

The daylighting of Renfrew Creek and the re-establishment of a saltwater marsh at its mouth are opportunities to renew stewardship and the strong connection that local First Nations have to the land and waters that define their traditional territories.

A recent addition to Hastings Park and a legacy of the 2010 Winter Games and the 2010 Venues' Aboriginal Art Program is Tsleil-Waututh artist Zac George's Chief Dan George Welcome Pole. The Pole was installed to welcome athletes and visitors to the Pacific Coliseum, the figure skating and short-track speed skating venue for the 2010 Winter Games.

There is another totem pole on site south of the Forum that was donated to the people of B.C. by Pauline and Sev Morin and carved by Chief Walter Harris, master carver of the Gitksan Band.

4.7 New Exhibition Building Space

4.7.1 Existing Buildings – Coliseum, Agrodome, Administration Building, and Operations Building

The Master Plan contemplates retention of the majority of the buildings currently on the site. Though they continue to see use during both Fair and Non-Fair periods, their utilisation is hindered by a lack of flexibility.

- There are both commercial and community uses of the existing building facilities.
- Of 46,450 square metres (500,000 square feet) of building area on-site, a net of only 20,438 square metres (220,000 square feet) is available for use, with none providing flexibility, and little of it contiguous.
- 18,580 square metres (200,000 square feet) of building area on site has been removed and not replaced. Buildings remaining today are specifically single-use designs, rather than flexible use.

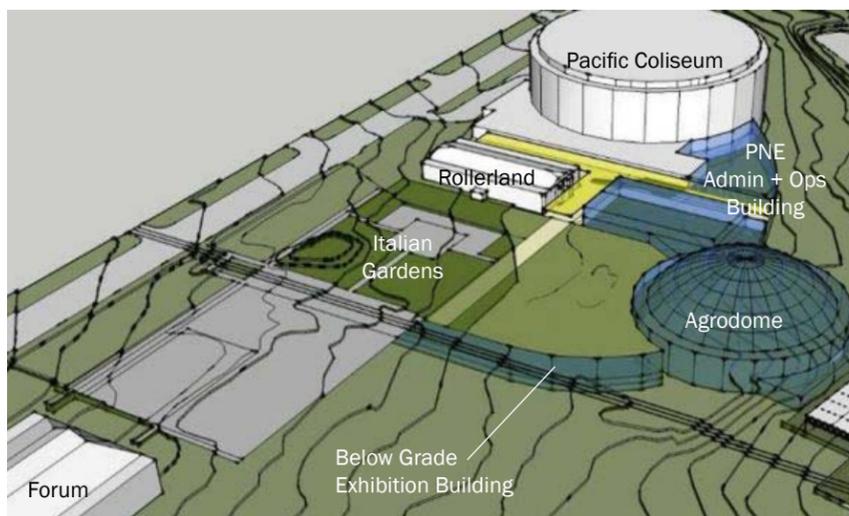
- All buildings aside from the Coliseum are severely limited in guest and operational services.
- The Coliseum represents the major source of Non-Fair period guest visitation.
- The Agrodome has limited flexibility, but does see significant community use with skating.



Example of Flexible Exhibition Space

4.7.2 New Exhibition Building

The Master Plan contemplates the replacement of lost exhibition space with flexible format spaces to maximize year round operational potential.



Conceptual 3D Model of New Exhibition Building Looking Northwest

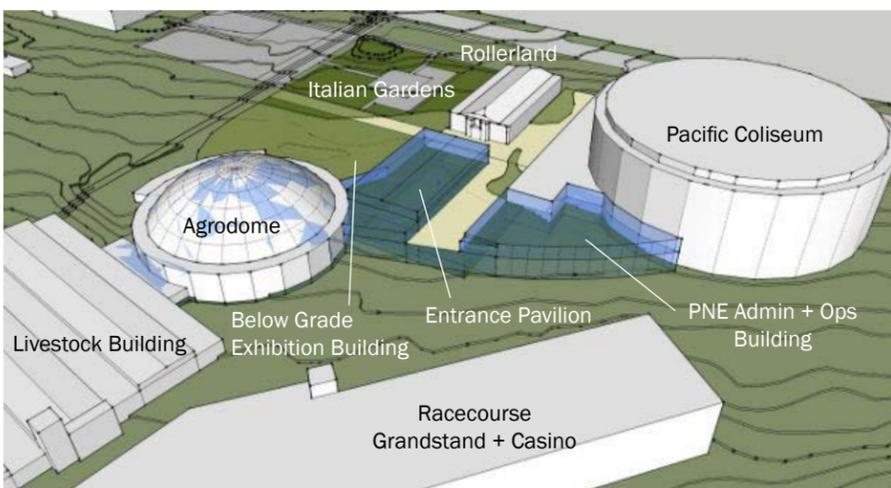
The New Exhibition Building considers the following:

- Provision of an approximately 11,148 square metres (120,000 square feet) net exhibition space 13,935 square metres (150,000 square feet gross), with the capability of being divided for multiple simultaneous use, ideally contiguous and on a single level
- Four-seasons operation
- Durable space capable of holding a variety of events, including livestock shows all the way up to festivals and banquets
- Integration with consolidated Back-of-House facilities
- Direct access to Miller Drive for load-in and load-out of materials

- Potential for connectivity to existing structures on site (Agrodome, Coliseum) to maximize flexibility
- Mitigation of impact on park open space.

To ensure the building footprint does not conflict with park open space, a number of potential options were considered including:

- To minimize the building's footprint with a two level facility west of Agrodome and east of the Allée
- A single level above grade structure west of the Agrodome, wrapping around the existing structure
- A single level below grade structure west of Agrodome, south of Rollerland, and extending below the Italian Gardens.



Conceptual 3D Model of New Exhibition and Administration Buildings Looking Southwest

After reviewing these potential options, the single level below grade structure was concluded to have the least visual impact, the greatest flexibility in terms of a rectilinear contiguous exhibition floor, and the ability to retain and connect to the Agrodome at its existing floor area. Connection to Miller Drive would be available to all noted configurations. The terrain in this part of Hastings Park works to advantage, as the floor level would permit access to the west end of the Parade, for connectivity to event programs within the park, both during Fair and Non-Fair periods.

Placement of the exhibition space below grade has the benefit of permitting the integration of an accessible, programmable green roof solution that would add to the open space inventory of Hastings Park, as opposed to the above grade solutions that would reduce the amount of open space in the park.

4.7.3 Operational Modes

It is anticipated that the new flexible Exhibition Building will replace floor area previously demolished, provide opportunities for variety of uses, and extend the operating season. The existing inventory of buildings has limited appeal for winter use.

It is intended that the building would provide the PNE with a significant year round operation, with

the resulting benefits in terms of revenue and economic sustainability for the PNE. The use of the building would transition over the course of the operating year.

PNE – Fair Time

A new Exhibition Building will replace indoor exhibition space previously lost to demolition. This would permit the Fair to increase indoor exhibits and programming, recover lost attendance, and mitigate the impact of bad weather days on attendance.

PNE – Non-Fair Time

The lack of seasonally appropriate buildings has impacted the ability to program the site during the winter months, beyond the events held at the Coliseum and Agrodome (skating). A new climate controlled building will permit commercial and community programming in Hastings Park on a year-round basis, activating the site in what has traditionally been a quiet period.

As an extension of the outdoor festival venues that are being incorporated into the park, the new building space will permit festivals and cultural programming as well as a variety of other events such as markets, trade shows, spectator sports, banquets, and lectures.

4.8 PNE Operations, Administration, Parking, and Vehicle Access

Over the years, PNE Operations, Administration, and Back-of-House activities have been developed in areas throughout Hastings Park. Similarly, incremental expansion overlaid with new park construction and uncoordinated construction of the PNE's other main buildings has resulted in Hastings Park being crisscrossed by numerous vehicular routes and areas used for parking. Access is controlled at a series of gates along the perimeter. Much of the year, these gates are open, resulting in uncontrolled vehicle access throughout the park. Pedestrians and cyclists using the park must be vigilant and look for vehicles coming from a number of directions.

An integral part of the rationalization for parking and vehicle circulation on the site includes the desire to better differentiate between the pedestrian and vehicle realms in Hastings Park.

The Master Plan proposes to relocate the Administration Building next to the Pacific Coliseum, a move that will shift all vehicle access and staff parking from the park spaces within Hastings Park to Miller Drive. The Plan also proposes to consolidate the Back-of-House facilities for both site-wide and Playland operations in one area north of Playland.

4.8.1 Administration Building

There are several challenges with the current location of the Administration Building, including:

- Convenient staff parking next to the building results in a network of roadways and asphalt areas in the south end of the park.
- Building is aging, and inconsistent with the architectural character of the other buildings on site.
- Location conflicts with both Fair and Non-Fair use of Hastings Park as it is internal to the park itself.

The Master Plan recommends the relocation of Administrative offices to the east of the Coliseum, along Miller Drive. This will permit the demolition of the existing Administration Building and related staff parking, to the benefit of increased open space.

Construction of the Administration Building is recommended to be coordinated with the layout of the New Exhibition Building construction as outlined in Section 4.7. Direct access to the Administration Building, via Miller Drive, would be provided.



Example of Park Operations Activity

4.8.2 PNE Operations

The following areas are currently used for PNE Operations:

Receiving and Storage/Workshops/Greenhouse

- Located in the northeast corner of the site in a series of small buildings
- Remote from most areas of the park.

Storage Pens

- Supplemental storage of equipment occurs in remote storage pens, one in the southeast corner of Lot 9, another on the Plateau in Lot 11 adjacent to Empire Fields
- These locations represent an impediment to park improvements and expansion of Playland.

Playland Back-of-House

- Structure behind Amphitheatre will be impacted by expansion and reconfiguration of Playland.

To improve the PNE Operations, parking and vehicle access, the Master Plan has the following goals:

- Consolidation of Back-of-House and improved access will separate the pedestrian domain from the current network of vehicle pathways.
- A central maintenance area immediately next to Playland will aid operations.
- Consolidation of central receiving and maintenance in a central location accessible directly from Miller Drive will provide ease of access to all areas of the park.

Recommendations for PNE Operations include:

- In concert with initiatives in the Master Plan to increase open space, Administration and Back-of-House facilities are proposed to be relocated.
- Maintenance facilities for Playland will be provided at the north end of Playland's proposed expansion boundary, with vehicle access via Miller Drive. Exact configuration will be defined in a proposed separate Playland Master Plan.
- Central receiving, workshops, and storage would be integrated into the north edge of a New Exhibition Building. Direct access via Miller Drive would be provided. Storage will also be consolidated here, and remote storage pens on site will be eliminated.

4.8.3 Consolidation of Parking

The long-term goal of the Master Plan is to consolidate parking in the northwest quadrant of the site with the exception of a few small lots located for the convenience of users of the Forum and Garden Auditorium, Empire Fields, and people with mobility limitations.

The consolidation of parking will be undertaken in stages over a number of years. In the interim, surface parking will be maintained at the north end of the lot east of the Racecourse subject to the phased expansion of Playland. Implementation of Festival Plaza and upgrading of the Amphitheatre will need to be paired with the creation of replacement parking proposed in the northwest corner of the site and below grade within the Racecourse oval.

Three long-term parking locations have been identified to replace parking spaces removed to achieve the Master Plan: (1) the northwest corner of the site; (2) within the Racecourse oval; and (3) potentially, under the future Exhibition Building south of the Coliseum (see diagram on page 42).

Parking in the northwest corner near the McGill – Renfrew intersection is depicted in the Master Plan concept drawings as a surface lot. However, this location is also well suited by its sloping topography to accommodate a parking structure; up to three floors of parking could be achieved below an upper floor that would be at-grade with the elevation of Renfrew Street.

The option of building a parking structure at this location provides significant flexibility for the future. With increased transit, shuttle, and possibly ferry and train access during the Fair, parking requirements could be reduced in the future so that a surface parking configuration would be adequate. Alternatively, parking space numbers at other planned locations could be reduced by building a structure at the northwest corner.

Parking in the Racecourse oval is a major component of the new parking replacement strategy. Over the last two years, the PNE has been parking up to 1200 cars in the infield of the Racecourse. This practice may continue until the business case for the below grade lot is achieved. The elevations along the north edge of the site would allow a tunnel to bore from the Commissioner Street intersection into an excavated infield parking lot approximately two storeys below the grade of the track. Sightlines over the track would be retained and noise mitigation would also be obtained by the depressed configuration. A tunnel under the track to Bridgeway would also provide alternative vehicular access to the east, smaller tunnels would allow pedestrians to have direct access to the Casino, Grandstands, the park, Playland, PNE Fair, and the relocated horse barns.



Proposed Long-term Parking Locations

Parking under the new Exhibition Building could be constructed to provide readily accessible parking for its users. This would be expensive but could permit more parking to be added on-site, if required at the time of building construction and, especially if the building itself requires parking for approvals or for its business case.

With the general concept of site access and parking layout determined, the Master Plan is recommending that an initial comprehensive

parking, traffic flow, event management, and neighbourhood traffic calming plan be undertaken to understand the current conditions and impacts of future changes, including a review of parking space demand. A phased approach, in coordination with other park upgrades and parking and access reorganization should also be developed.

4.8.4 Parking Operational Considerations

The operation of the park and the PNE will continue to manage access and parking based on the day-to-day requirements of programmed events and activities happening on the site. Parking charges can be varied to be part of demand management and to encourage the use of alternative transportation.

Strategies, including a transit pass in tickets for sport and cultural events, as was used during the 2010 Olympics, special bus service connecting to SkyTrain, and shared use agreements with the Racecourse are some of the possible management tools that can be applied to reduce demand for on-site parking spaces.

4.9 Hastings Community Park and Community Centre

A review of potential locations for a new Hastings Community Centre was part of the terms of reference for the Master Plan. The current Community Centre, built in the 1930s, is at the end of its useful lifecycle and needs to be replaced. Several options were studied during the second phase of the planning process with the result that a new location at the southeast corner of Hastings and Renfrew was endorsed by City Council in December 2009.

4.9.1 Hastings Community Park Concept

Hastings Community Park will continue to be a series of active and passive recreational spaces, anchored by the Hastings Community Centre which serves the surrounding neighbourhoods.

When the Community Centre is relocated to a new building at the intersection of Hastings and Renfrew Streets, the old site footprint could become available for other community-oriented sports or passive-use purposes. Hastings Community Park will remain under the management of the Vancouver Board of Parks and Recreation.

4.9.2 New Hastings Community Centre

The site recommended for the new Community Centre at the southeast corner of Hastings and Renfrew Streets has a number of advantages. With its long and narrow form (three city blocks end-to-end), Hastings Community Park is a challenging space for which to establish a cohesive park program. If the Community Centre were to be relocated outside of this park, it would leave the park without an anchor for park programming.

A new Community Centre at the corner of Hastings and Renfrew Streets will activate this busy corner with more pedestrian traffic and function as a gateway building at the eastern end of the Hastings business area. The Park Board has relocated two recent new community centres from their neighbourhoods to locations on city arterials with the result that attendance has significantly increased: Sunset Community Centre on Main Street and Mount Pleasant Community Centre on Kingsway. These experiences suggest that a more prominent location will benefit the Hastings Community Centre's public profile and usage.

The Master Plan envisions the new Hastings Community Centre located to provide engaging edges to the public realm along both Hastings and Renfrew Streets. A generously scaled sidewalk along Renfrew Street in combination with the Park Perimeter Greenway and enhancements to the pedestrian crosswalks at Hastings and Renfrew Streets will accommodate high pedestrian volumes. These improved connections will allow safe access to the park during the annual Fair and for large events and festivals.

5.0 Implementation

5.1 Overview

The Master Plan described in this document is ambitious – it is a big vision with big outcomes – and as such, substantial funding and partnerships are required. It is envisioned that implementation of the Plan could take over 20 years to complete and that availability of funding from a range of sources will control the extent and content of each phase of implementation. Other conditions on the site, such as renewal of the Racecourse lease agreement, play into the timing of key components. Therefore, it is essential that the Master Plan has flexibility in its phasing to take advantage of funding opportunities when they present themselves. Initial phases will likely include relatively lower cost items and some interim elements. Items with higher costs that require substantial capital plan funds will be subject to longer range capital planning and the availability of partnerships.

Potential Project Funding Sources:

- Capital Plan funding
- Hastings Park Reserve
- Cost-sharing for utility infrastructure upgrades
- Senior government and agency funding
- Revenue from PNE/Playland
- Private partnerships/sponsorships.

The new Exhibition Building, for example, could be implemented at any time that funding is made available; in the interim its site remains an active part of the Italian Gardens and the forecourt to the Coliseum. Playland is envisioned as gradually expanding with the addition of a new attraction every several years, its choice and location determined by future business and master plans.

The daylighted stream corridor depends on relocating the Racecourse’s horse barns to complete the stream connection to Burrard Inlet. However, sections outside of this area could be constructed ahead of others and serve a role in stormwater management in the short-term.

The Master Plan identifies the completion of greenway linkages across the park as a high priority for implementation. It also recognizes that sections of the greenway that are not ready for implementation in their ultimate configurations can be temporarily installed with low-cost materials and wayfinding. Temporary greenway sections will allow these linkages to become familiar and useable as soon as they are built.

The Business Plan identifies the projected financial impact of projects as information to consider in deciding the order of park implementation in balance with other park, PNE Fair, cultural, and recreational objectives.

5.2 Cost Plan

The chart below outlines the general costs of the major categories of the Master Plan. A detailed cost estimate is outlined in Appendix F. As individual phases of the Master Plan are identified and move to detailed design, more refined costs estimates will be prepared.

Estimated Costs: Major Categories

Category	Project	Estimate	Totals
Playland	Expansion and Greening	\$36,000,000	\$36,000,000
Buildings	Livestock Building	\$13,600,000	
	Agrodome	\$3,900,000	
	Heritage Building Upgrades	\$1,700,000	
	New Administration and Back-of-House	\$6,600,000	
	New Exhibition Building	\$58,800,000	
			\$84,600,000
Public Open Space	All Park Improvements	\$44,700,000	\$44,700,000
Parking	Structured in NW Corner (base cost above grade)	\$26,000,000	
	Surface vs. Racecourse Infield	\$13,300,000	\$39,300,000
Transit Access	Improvements along Renfrew Street	\$4,000,000	\$4,000,000
Total			\$208,600,000

Contingencies

In addition to projected 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 and 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	Estimate	
Construction	Construction Total	\$208,600,000
	Design Contingency 15%	\$31,300,000
	Construction Contingency 10%	\$24,000,000
Construction Total		\$263,900,000
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
Total		\$310,400,000

5.3 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 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 Appendices G and H. 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 City Council.

The three improvements modeled are based on an assumed phased approach where phases build upon each other. These are:

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

Capital investment required to achieve these improvements (exclusive of any park upgrades or parking improvements) was 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 new 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 new Exhibition Building achieving very modest lifts in NOI. It should be noted that even though the Livestock Building and the new Exhibition Building achieve very modest lifts in NOI, they allow for Hastings Park to be more active on a year round basis and for a greater visitor experience at the PNE. DSCR drops significantly with the implementation of the new Exhibition Building based on its capital investment.

5.4 Early Implementation Priorities

A series of early implementation projects are recommended for consideration and detailed in the table on page 46 (in no particular order).

These early implementation priorities were identified for their ability to:

- Proceed in the near-term
- Provide quick action on community priorities identified in the consultation process:
 - Connection to New Brighton Park and the waterfront
 - Increasing the amount of park space in Hastings Park
 - Improving community access to and within Hastings Park
 - Minimizing neighbourhood impacts.
- Provide the necessary background information for larger components of the Master Plan such as parking, traffic management and utility infrastructure upgrades.

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.

Early Implementation Recommendations

Project	Scope	Rationale
Empire Fields Reinstatement	Planning, consultation, and design: <ul style="list-style-type: none"> Synthetic turf fields/diamonds, running track Perimeter Greenway 	<ul style="list-style-type: none"> Reinstate community use of Empire Fields with synthetic turf and increase field capacity Implement section of Park Perimeter Greenway around Empire Fields
The Plateau - Sports Park	Planning, consultation, and design: <ul style="list-style-type: none"> Activity focused sports park Dirt jumps, mountain bike skills park Sport courts 	<ul style="list-style-type: none"> Increase park space and community access Increase diversity of activity and park programming in Empire Fields vicinity
New Brighton Connection	Planning, consultation, design, and construction: <ul style="list-style-type: none"> Separated (where possible) pedestrian/bicycle trail from Hastings Park to New Brighton Roadway modification/crossings, signage, lighting Creekway Park stream and park corridor 	<ul style="list-style-type: none"> Enhance community access Connect network with city-wide greenways Make permanent upgrades where possible and temporary improvements in the short-term with further upgrades as funding allows
Internal Trail and Park Connections	Planning, consultation, design, and construction: <ul style="list-style-type: none"> Interim park and trail measures to achieve connections N/S, E/W and Perimeter Greenway Italian Gardens and Sanctuary connections Permanent measures where possible Temporary measures where flexibility is needed to accommodate future development activities 	<ul style="list-style-type: none"> Enhance community access Connect network with City-wide greenways
Hastings Park Identity and Signage System	Planning, consultation, design, and construction: <ul style="list-style-type: none"> Address destination identification, traffic flow, and wayfinding Flexibility to accommodate redevelopment over time Phased approach of implementation of new signage over time 	<ul style="list-style-type: none"> Development of a Hastings Park identity Enhance awareness, wayfinding, and establish identity
Playland Relocation and Expansion Master Plan	Planning and design: <ul style="list-style-type: none"> Develop phased expansion plan that includes relocated area along Hastings Street Design and implement initial relocation and expansion phase to make space for Festival Meadows and seasonal greenway connection through Playland 	<ul style="list-style-type: none"> Increase park space and community access through planned relocation of 1.3 hectares (3.3 acres) of Playland in expansion area to North Realize market potential Greening of Playland interior and perimeter interface with park areas Consideration for minimizing sound impacts
Dundas Street Calming	Public consultation and design work: <ul style="list-style-type: none"> Study possible road narrowing features 	<ul style="list-style-type: none"> Traffic calming will slow vehicular traffic, discourage neighbourhood short-cutting, and increase pedestrian conductivity
Hastings Park Infrastructure Renewal	Research and assessment: <ul style="list-style-type: none"> Where possible, verify, assess, and document the existing water, sewer, and electrical utility services Develop a conceptual site servicing plan based on the Master Plan 	<ul style="list-style-type: none"> With clarity from the Master Plan an assessment of existing utility infrastructure is needed to develop a renewal plan that corresponds to the directions of the Master Plan
Hastings Park Transportation Assessment Report and Parking Study	Research and assessment: <ul style="list-style-type: none"> Study to determine current and projected transportation implications, parking needs, access and loading, and event management Based on City Transportation Assessment and Management Study Guidelines Enhanced event management and parking sections 	<ul style="list-style-type: none"> With clarity on the 'big moves' for the Master Plan, a study is needed to inform design and implementation of any transportation, parking, and traffic calming measures
Parcel Consolidation	Survey, consolidation, and approval: <ul style="list-style-type: none"> Address outstanding boundary anomalies in and around Hastings Park 	<ul style="list-style-type: none"> Necessary to achieve road dedications, individual parcel configurations through subdivision, and/or consolidation

6.0 Appendices

The following appendices, referred to in this Master Plan document, are provided online as noted:

- A. Public Consultation Report
<http://vancouver.ca/pnepark/pdf/2010pubconsultsummary.pdf>
- B. Demand Analysis Study for Cultural Performance/Event Spaces
<http://vancouver.ca/pnepark/pdf/culturaldemand.pdf>
- C. Open Space Analysis
<http://vancouver.ca/pnepark/masterplan/pdf/openspaceanalysis.pdf>
- D. PNE, Fair, and Playland Facilities
<http://vancouver.ca/pnepark/masterplan/pdf/PNEFairPlayland.pdf>
- E. Market Review and Opportunities
<http://vancouver.ca/pnepark/masterplan/pdf/marketreview.pdf>
- F. Detailed Cost Estimate
<http://vancouver.ca/pnepark/masterplan/pdf/costestimate.pdf>

The following tables are attached to this Master Plan document:

- G. Investment Schedule
- H. 15 Year Cash Flow Scenario

Appendix G

Investment Schedule (modeled for demonstration purposes only)

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 Building		4.2	6.3	3.1												13.6
FF Exhibition Building						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 \$ million

Appendix H

15 Year Cash Flow Scenario (modeled for demonstration purposes only)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Attendance															
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 - Fright 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
Total Attendance	1,205,000	1,455,000	1,520,000	1,475,000	1,595,000	1,515,000	2,070,000	2,080,000	1,850,000	1,850,000	2,070,000	1,915,000	1,875,000	2,070,000	1,990,000
Fair - Revenues															
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 Festival	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
Total	\$5,500,000	\$6,460,000	\$6,450,000	\$6,355,000	\$6,800,000	\$6,620,000	\$9,617,500	\$9,617,500	\$8,412,500	\$8,412,500	\$9,532,500	\$8,452,500	\$8,412,500	\$9,532,500	\$9,172,500
Playland - Revenues															
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
Fright Night	600,000	1,050,000	1,010,000	970,000	1,010,000	1,010,000	970,000	1,050,000	1,010,000	1,010,000	1,050,000	1,010,000	970,000	1,050,000	1,010,000
Total	\$4,200,000	\$6,660,000	\$7,610,000	\$7,240,000	\$7,980,000	\$7,280,000	\$8,230,000	\$8,310,000	\$7,610,000	\$7,570,000	\$8,310,000	\$8,270,000	\$7,900,000	\$8,310,000	\$7,940,000
Other Non-Fair - Revenues															
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	550,000	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	175,000	175,000	175,000	175,000
Total	\$300,000	\$300,000	\$510,000	\$520,000	\$685,000	\$830,000	\$875,000	\$820,000	\$775,000	\$740,000	\$795,000	\$785,000	\$725,000	\$720,000	\$745,000
Total Revenues ¹	\$10,000,000	\$13,420,000	\$14,570,000	\$14,115,000	\$15,465,000	\$14,730,000	\$18,722,500	\$18,747,500	\$16,797,500	\$16,722,500	\$18,637,500	\$17,507,500	\$17,037,500	\$18,562,500	\$17,857,500
Indirect Expenses ²	\$10,000,000	\$10,470,000	\$11,360,000	\$11,360,000	\$12,370,000	\$11,780,000	\$14,980,000	\$15,000,000	\$13,550,000	\$13,550,000	\$15,100,000	\$14,180,000	\$13,970,000	\$15,410,000	\$15,000,000
Net Operating Income ³	\$0	\$2,950,000	\$3,210,000	\$3,210,000	\$3,095,000	\$2,950,000	\$3,742,500	\$3,747,500	\$3,187,500	\$3,172,500	\$3,537,500	\$3,327,500	\$3,067,500	\$3,152,500	\$2,857,500
Capital Investments ⁴	\$4,000,000	\$5,000,000	\$7,000,000	\$7,000,000	\$1,000,000	\$59,800,000	\$5,000,000	\$1,000,000	\$1,000,000	\$5,000,000	\$1,000,000	\$1,000,000	\$5,000,000	\$1,000,000	\$3,000,000
Estimated Debt Service ⁵	(\$320,000)	(\$730,000)	(\$1,290,000)	(\$1,930,000)	(\$2,010,000)	(\$6,830,000)	(\$7,240,000)	(\$7,320,000)	(\$7,400,000)	(\$7,800,000)	(\$7,880,000)	(\$7,960,000)	(\$8,360,000)	(\$8,450,000)	(\$8,690,000)
Debt Service Coverage Ratio ⁶	0.00	4.04	2.49	1.61	1.54	0.43	0.52	0.51	0.43	0.41	0.45	0.42	0.37	0.37	0.33

¹ Direct net revenues to the PNE (net of direct expenses)

² PNE Corporate, maintenance, and other indirect expenses

³ New net income to the PNE

⁴ Combined investments in Playland, the Livestock Building, and in the Exhibition Building based on BTE estimates (excluding any parking or open space costs)

⁵ Assumed interest rate of 7% over a 30 year period

⁶ Cash available to finance debt assuming none of the net operating income from previous year was utilized

