



KELOWNA EVENT STRATEGY

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We acknowledge that our community is located on the traditional, ancestral, unceded territory of the syilx/Okanagan People.



EXECUTIVE SUMMARY

Events play several important roles in the function of a city. Not only do they serve as a mechanism to animate and bring vibrancy to a community, but they act as a tool to advance a city's priorities and vision and affect the way its citizens think and feel about the place they live.

Events have several benefits such as improving quality of life, increasing economic stimulus, providing shared experiences, and shaping a city's identity. More cities, nationally and globally, are adopting event strategies to help drive their respective goals and objectives while reaping the benefits events provide.

Events are a part of Kelowna's history and will contribute to the future of the city. To do so in a way that will have a positive and meaningful impact will require the development of an integrated approach and by thinking holistically about

how events can support and help achieve the values that are important to Kelowna's residents. An eventful city is more than renting space or hosting several separate events - it requires a committed approach to be able to maximize how events can achieve community priorities.

The Kelowna Event Strategy is intended to initiate a philosophical shift in the City's perspective of events and advance community priorities through the avenue of event hosting. The Strategy will support event development initiatives, guide decision making, and provide direction for

transition to an eventful city through a clear vision, guiding principles, and a set of strategic goals. It will allow the community to grow and evolve events in a responsible and meaningful way and provide the building blocks for future development of the local event sector. And finally, it will provide a holistic approach in the development and delivery of events that includes contributions from the public sector, service providers, organizers, accommodations, and other key stakeholders.

The development of the Kelowna Event Strategy was led by the City of Kelowna and included the involvement of industry professionals, engagement of the public, and

consultation with key stakeholders as well as being informed through municipal comparisons and market research. The feedback gathered spanned numerous aspects of event development, and combined with established knowledge and lessons learned, was instrumental in creating the Kelowna Event Strategy. Additionally, other Kelowna community plans informed development and helped leverage mutual goals and objectives. This strategic alignment supports a proactive, one-team approach that will assist implementation and drive community priorities.



The Kelowna Event Strategy provides a clear long-term vision for Events in Kelowna, and identifies key focus areas and strategic goals that direct our efforts on the desired outcomes:

VISION

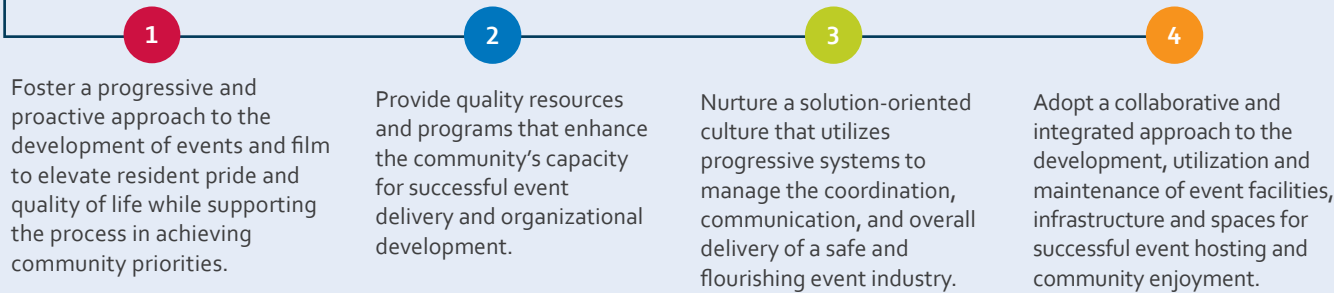
Kelowna is a vibrant, eventful City that celebrates its spirit, contributes to its local prosperity, and enriches its quality of life



KEY FOCUS AREAS



STRATEGIC GOALS



The Strategic Framework also outlines a number of important Guiding Principles for achieving the Vision, and offers action items that provide direction for accomplishing the strategic goals while remaining more fluid and adaptable to the changing event environment

The Kelowna Event Strategy is intended to be a 10-year plan with scheduled check-ins and a more in-depth update after year 5. An Action Plan will be established after all elements of the Kelowna Event Strategy have been finalized. Successful implementation of the Kelowna Event Strategy

will support the development and growth of a flourishing event industry, a balanced and dynamic event calendar, unique experiences that provide safe and vibrant spaces, and opportunities to bolster local businesses while enhancing resident pride.



BACKGROUND

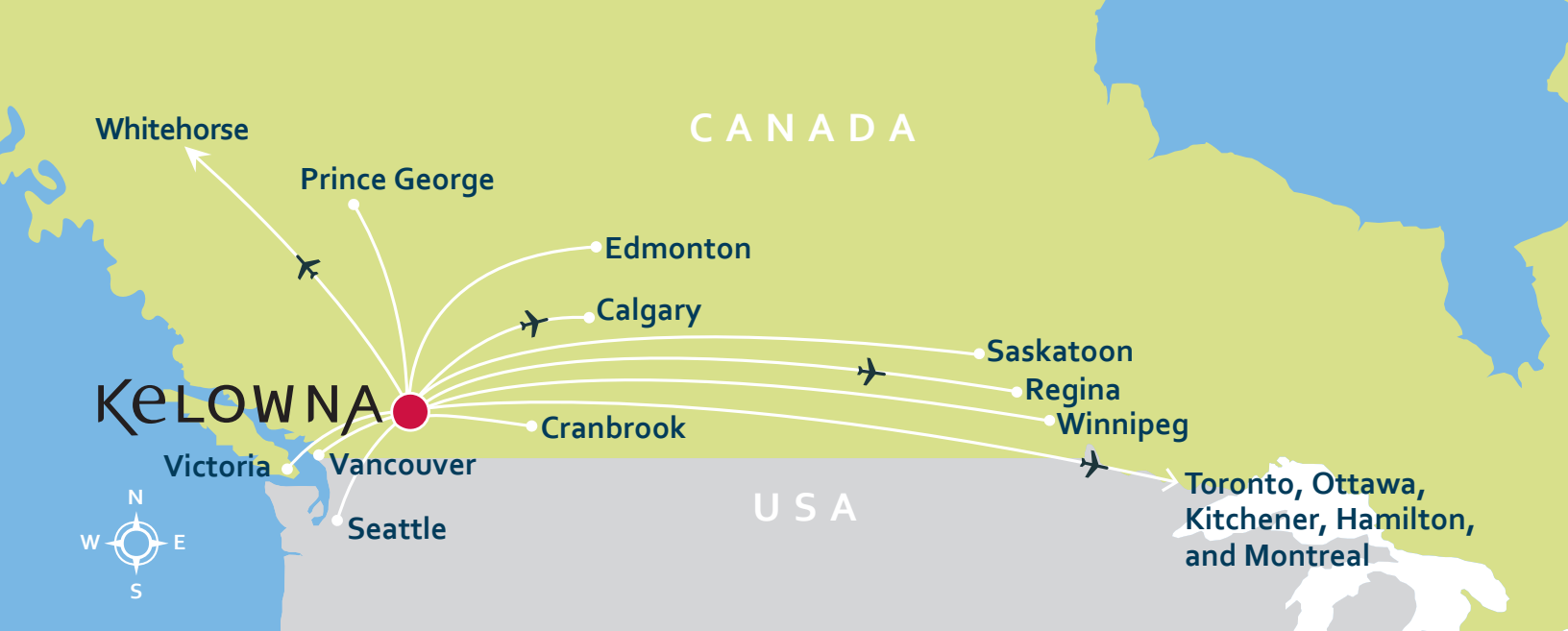
Kelowna's Current Event Landscape

Destination

Kelowna, BC, is situated on beautiful Okanagan Lake and is the largest city in BC's interior with a population of more than 140,000 people and growing.

Centrally located between larger centers such as Vancouver, BC and Calgary, AB, and with one of Canada's busiest international airports (YLW), Kelowna is a natural gateway between the Pacific Northwest and the rest of the country making it an ideal location for attracting and hosting events.

As a result, Kelowna is becoming a highly sought tourist destination and place for permanent residence, which are important considerations when addressing the different areas of the strategy.



Event Services Team

Special events that occur on public property fall under the direction of the Event Services Team of the City of Kelowna's Active Living & Culture Department. The Event Services Team works closely with event organizers and film production companies on the coordination of required permits and provides direction and expertise for the successful delivery of events and film in the community. The event permitting process includes the involvement of internal and external stakeholders, known as the Event Services Committee, who provide solution-oriented advice on aspects such as emergency, transportation, risk, communications, and other related items.

The Event Services Team also leads the competitive process of procuring major events that provide a unique opportunity and have a significant economic and social impact on the broader community. This process is performed in collaboration with the city's destination marketing office, Tourism Kelowna, and often involves extensive negotiations, site visits, and a considerable hosting fee. Examples of events that would be categorized as 'major' would be the Brier, Memorial Cup, Skate Canada International, and the Canadian Country Music Week & Awards Show.

Furthermore, the Event Services Team manages specific service agreements with non-profit organizations for the delivery of free community events, spearheads specific community initiatives and organizes the development of a locally grown 'signature' event.

Partners and Key Stakeholders

A critical function in the successful delivery of local events is the collaboration between partners and key stakeholders. These relationships are valuable regardless of the size of event and play an important role in such processes as, procuring major events, organizing volunteers, sharing resources, creating events, supporting initiatives, and having an overall proactive approach. In Kelowna, partners and key stakeholders include:

- Tourism Kelowna
- Festivals Kelowna
- Downtown Kelowna Association
- Local event organizers
- Indigenous communities
- Creative Okanagan
- Kelowna Hotel & Motel Association
- Venue & Facility Operators
- Service Providers
- Emergency Services (RCMP, BCEHS, KFD)
- BC Liquor Control and Cannabis Regulation Branch (BCLCRB)
- BC Transit
- Internal City Departments
- Pacific Sport Okanagan

Event Types/Classifications

Over 170 special events and film productions of varying size and type are permitted on City property each year through the City of Kelowna’s event-approval and/or production process. This number does not include one-time major events or events that are hosted indoors by venue operators.

For event permitting/development purposes, events are categorized by size, duration, complexity, and type which require different levels of preparation and resources. A quick reference guide to event classifications is outlined in Table 1.

Table 1: Event Classifications

Weddings

Wedding ceremonies (excluding receptions) occurring on City property.

Category A

- Up to 500 People
- Single Day Event
- Event Impact (minimal or no impact on City services and/or public domain)

Category B

- 500-1500 People
- Single-Day Event
- Event impact (moderate impact on City services and/or public domain)

Category C

- More than 1500 People
- Single or Two-Day Event
- Event impact (significant impact on City services and/or public domain)

Category D

- More than 1500 People
- Three or More-Day Event
- Event impact (major impact of City services and/or public domain)

Film and Drone

Film productions such as movies, commercials, tv series, etc. that are shot on City property and may have an impact on the public.

‘Meet Me on Bernard’

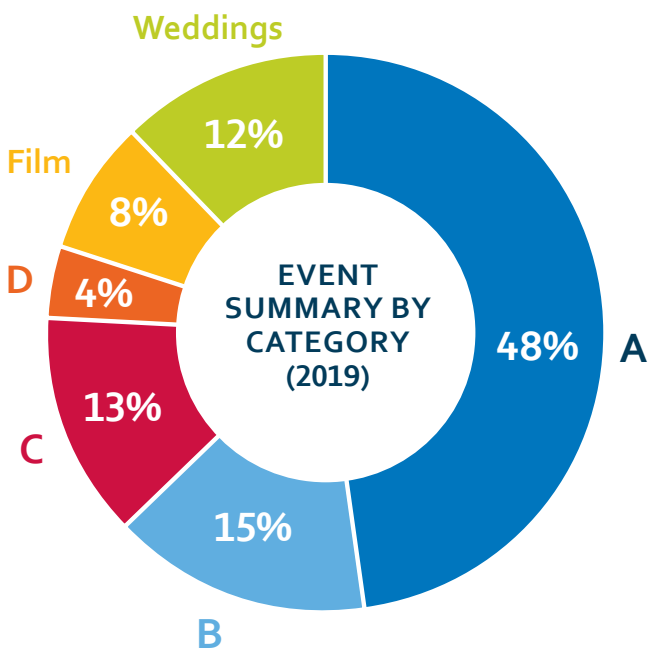
Annual pedestrian street program occurring on Kelowna’s ‘main’ street animated with a variety of infrastructure and entertainment designed to encourage active living and promote local business.

Signature Event

Annual community event designed to celebrate Kelowna’s identity showcasing a diverse set of entertainment, creativity, and local flavours.

Major Event

Large-scale event that provides a unique opportunity and significant benefits to the community measured by its potential for economic development, community support, event development, community profile, and community values and legacies.



Special Event

The City of Kelowna defines a special event as a one-time or infrequent occurrence that provides the public social, leisure, or cultural opportunities outside the normal range of everyday experiences.

The City of Kelowna further identifies events as having the following characteristics:

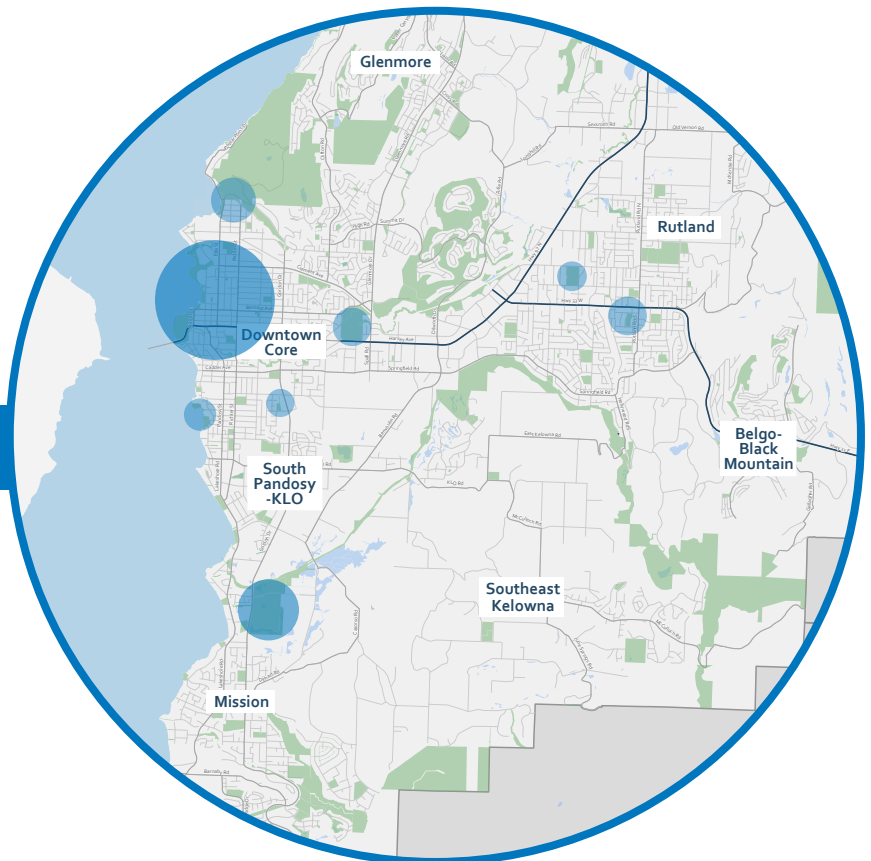
- Being one-off, annual, or recurring in nature.
- Having two or more event components (i.e., performances, food and beverage, parade)
- Being accessible to the public (with or without gated admission)
- Occurring in one or multiple venues on a single day or over several days

The aim is to foster a quality and balanced event calendar that provides residents a chance to share and enjoy unique opportunities and by maintaining the specialness through the variety of offerings.

Event Locations

Most events in Kelowna occur in the downtown core between three different sites: City Park, Stuart Park, and Waterfront Park. These sites are popular event destinations due to the size of space and central location. However, as per organizer feedback, these sites have certain challenges ranging from lack of amenities, aging infrastructure, and specific policies, making it more difficult and costly to host events. Public feedback has also indicated a desire for events to be more accessible in other areas of the city, which may be an indicator of Kelowna's growing population as it relates to availability challenges. Creation of new, and/or updating existing sites, such as the newly renovated Rutland Centennial Park, will be an important step to meeting logistical requirements and increasing the availability of events to the broader community.

Distribution of events



Event Support

By recognizing the importance of events and to aid in their development, the City of Kelowna offers a variety of support programs and resources aimed to reduce barriers to successful event hosting. These include:

- **Event Hosting Program:** a financial assistance program designed to support the health and sustainability of existing local events so they remain an integral part of the community.
- **Major Event Hosting Program:** a financial tool to assist in the procurement of new large-scale, participant-based, or spectator events.
- **Organizational Development Program:** a financial assistance program designed to assist non-profit organizations in the areas of governance, capacity building, and strategic planning.
- **Event Equipment:** an inventory of commonly used logistical equipment such as barricades, cones, sign boards, etc. to support event hosting needs.
- **Technical Expertise:** through years of experience, amassed knowledge, a variety of skillsets, and a connected network, the Event Services Team is well-versed and able to assist in the development of events.
- **Onsite Support:** City staff and a contracted event monitor are in attendance at select events to offer assistance, troubleshoot, and provide expertise for the successful delivery of events.



REVIEWS, RESEARCH AND CONSULTATION

Development of the Kelowna Event Strategy involved thorough data collection and analysis, divided into 3 phases: local system review, research and comparisons, and public engagement.

Phase 1: Local System Review

Through a townhall meeting and subsequent organizer workshops, event organizers participated in a number of exercises aimed at identifying areas of strength, development and opportunity in the local event delivery system. Table 2 outlines the findings from the SWOT Analysis.

Interviews were also conducted with the Event Services Committee to better understand the regulatory perspective and to provide an overall view of the local event industry. Feedback collected was used to establish the Event Services Committee Terms of Reference (see Appendix) and further informed the creation of the Strategic Event and Festival Framework.

Table 2. Event Organizer SWOT analysis

INTERNAL FACTORS			
STRENGTHS (+)		WEAKNESSES (-)	
1	Community involvement	1	Increased costs
2	Clean city / downtown core	2	Lack of marketing / promotion of events
3	4 distinct seasons	3	Limited funding assistance
4	Workable venues	4	Limiting policies
5	Demographic alignment	5	Limited number of event sites / aging Infrastructure
6	Natural resources (i.e. lake, mountains)	6	Lack of parking
7	Structured permitting process	7	Lack of 'green' services
8	Supplier options	8	Lengthy application process
9	Well maintained parks	9	Lack of volunteers
10	Local international airport	10	Board fatigue
11	City event staff (availability, leadership, communication)	11	Homelessness (transients in Parks)
12	Tourist destination	12	Lack of indoor venues
13	Cultural District	13	Lack of variety of events
14	Local university	14	Roadways / traffic Management
		15	Lack of overall event philosophy (disconnect)
		16	Lack of recognition of spin-off
		17	Inexperienced city

EXTERNAL FACTORS

OPPORTUNITIES (+)

- 1 Organizational development (Board governance, etc)
- 2 Share resources
- 3 Establish preferred supplier/vendor list
- 4 International partnerships
- 5 Volunteer program
- 6 Local partnerships (transit, DKA, etc.)
- 7 Utilize lake and natural resources more
- 8 Shoulder season growth
- 9 Expanded post-event evaluation
- 10 Formalize marketing support
- 11 Youth involvement
- 12 Growing Tech Community
- 13 Growing population
- 14 Major events (i.e. world class)
- 15 Creation of Event 'Council'
- 16 Funding opportunities
- 17 Identify 'export ready' events

THREATS (-)

- 1 Weather related
- 2 External rules and regulations
- 3 Rising supplier/stakeholder costs
- 4 Shrinking volunteer/board member base
- 5 Event fatigue / similar type of events
- 6 Sponsorship fatigue
- 7 Competition with neighboring communities
- 8 Media
- 9 Focus on negative perceptions
- 10 Over regulating
- 11 Fear of change
- 12 Council turnover
- 13 Lack of Accommodation
- 14 Low funding / not meeting financial goals
- 15 Lack of vision
- 16 Public perception

Phase 2: Research and Comparisons

Event-specific information was gathered through post-event surveys and organizer debriefs providing greater understanding of event hosting needs and a clearer picture of local challenges and opportunities. Municipal comparisons were conducted, starting with similar-sized cities across the nation and leading to international networking and global research. This comparative analysis revealed actions being taken to address similar event issues and showed the unique ways that some cities are strategically using events to achieve a broader set of objectives that lie outside of the event itself.

Examples of event strategies

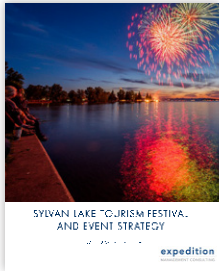
Edmonton



Tofino



Sylvan Lake



Scotland



Redland City



Richmond Hill



Phase 3: Public Engagement

The public engagement process was a two-pronged approach that included a survey conducted through the City's 'Get Involved' platform between July and September 2021 and two 'Get Eventive' weekends that were comprised of activities and opportunities for the public to share their thoughts and ideas for local event development.

In addition, consultant-led interviews were conducted with key community stakeholders to round out the feedback process. Community stakeholder groups were comprised of emergency services, sport, culture, local Indigenous representation, business associations, tourism, and accommodations.





KEY FINDINGS

The Eventful City

Through the process of researching and networking with other cities across Canada and worldwide, a common theme of the ‘eventful city’ emerged as the fundamental base for similar strategies.

An ‘eventful city’ is more than hosting several single events. It is a philosophical shift that requires the development of a proactive and integrated approach that aligns events with other local initiatives and maximizes how events can achieve community priorities. Though the term ‘eventful city’ may not be used in all similar types of strategies, the understanding and positioning of events for achieving a broader set of objectives

is becoming the underlying theme and a common movement worldwide.

The evolution of the event industry is moving from a supporter of civic objectives to a driver for achieving community priorities as events are being more recognized as a policy tool. Table 3 clearly compares the characteristics of a ‘city with events’ to that of an ‘eventful city’.

Table 3: Comparison of 'city with events' to that of an 'eventful city'

CITY WITH EVENTS	THE EVENTFUL CITY
Sectoral	Holistic
Tactical	Strategic
Reactive	Proactive
A container of events	A generator of events
Ad hoc	Coordinated
Competition	Cooperation
Pandering to audiences	Provoking Publics
Event policy	Events as a policy tool
Market led	Market leader
City marketing	City making
Spectacle	Involvement

Event Benefits

Throughout the process of developing the Kelowna Event Strategy, many event hosting benefits were identified and confirmed, including numerous opportunities to increase a community's social, cultural, economic, and environmental wellness. Residents and visitors will be attracted to events as these shared experiences create vibrancy and safe spaces, provide stimulus to local businesses, showcase natural assets, encourage active lifestyles, and prompt return visits. The following is an overview of the many benefits events provide when delivered safely and meaningfully.

✓ Social

- Opportunities for shared experiences and social connections
- Increase feelings of safety through positive animation
- Opportunities to participate and showcase local talent/interests
- Opportunities to be part of unique and special attractions
- Help build and contribute to community pride and identity
- Opportunities for skill development and involvement through volunteering
- Contribute to local vibrancy and well-being

✓ Cultural

- Celebrate and honour our cultural heritage and local history
- Opportunity to increase focus on our Indigenous heritage
- Foster local pride and build community identity
- Encourage cultural expression through creativity and participation
- Opportunity to educate and enrich our cultural knowledge
- Increase the variety of experiences for the public to enjoy

✓ Economic

- Employment opportunities for locals
- Injection of new funds into the community
- Increase visitation and potential return visits
- Increase partnership opportunities for local businesses
- Fundraising opportunities for local organizations
- Opportunity to establish financially borne legacies

✓ Environmental

- Encourage opportunities for active transportation
- Opportunities for community to learn about our environment's history
- Chance to incentivize organizers to incorporate 'green' solutions
- Educational opportunities for City departments to share horticultural best practices
- Increase the sense of public ownership on our natural assets

Event Market Trends

Locally, the event industry has matured allowing the evolution from being regulatory-centric to having a more growth and development-oriented focus. This gained experience has allowed regulatory stakeholders to streamline processes and take a more solution-oriented approach that gives organizers the ability to improve the delivery and experience of their event. This has resulted in an increasing amount of event and film production proposals as well as the City's more proactive approach in seeking and procuring major, large-scale events; both of which bolster the community's hosting resume. Other trends that are being observed on local, national, and international levels, include:

Creative Spaces

Many organizers are seeking creative alternatives (i.e., parkades) to offer more unique experiences and address the lack of availability of traditional event spaces.

Visitor Experience

Organizers are increasingly exploring partnerships with the tourism industry to package assets and increase the quality of participants' event experience by combining with local attractions.

Hybridization

Combining different events, components, and delivery methods provide attendees with a variety of experiences and accessibility and provide organizers opportunities to share resources.

Social Consciousness

Events continue to be a vehicle to address and support specific social considerations such as, Indigenous awareness, 'supporting local', environmental mindfulness, and safe spaces.

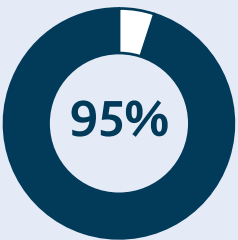
Public Feedback

Public feedback gathered through the City's 'Get Involved' platform was overwhelmingly positive regarding events' contributions to sense of community, overall feelings of safety, local business, and quality of life. When asked what types of events people would like to attend in Kelowna, live music and family-oriented themes ranked the highest, however, many respondents indicated they wanted more variety with top elements being, community feel, unique/quality experiences, affordable and well-organized.

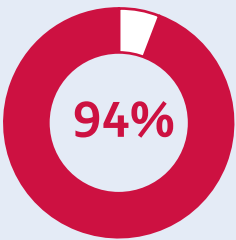
Most respondents believe there is not enough of a variety of events throughout the year, and when asked what barriers contributed to not attending events, the bulk of respondents cited lack of awareness and cost as the main reasons. Specific challenges were mainly associated with lack of parking; however, several responses referenced challenges faced by people with disabilities such as, accessible parking and site logistics.

Below is a summary from the engagement exercises contributing to the development of the Kelowna Event Strategy.

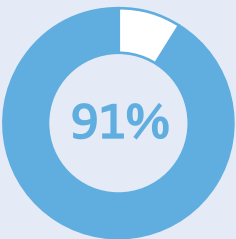
Public feedback from:
445 Citizens | 34 Stakeholder groups



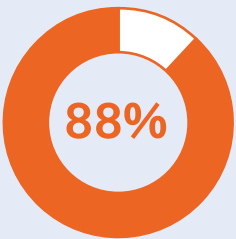
of residents agreed events build a **sense of community**



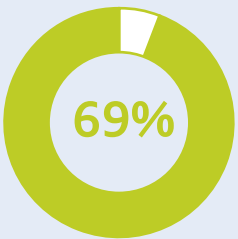
of residents agreed events provide **economic stimulus**



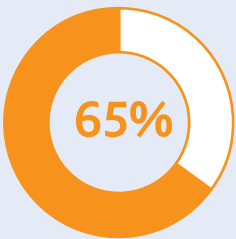
of residents **enjoy attending events** in our community



of residents agreed events **improve quality of life**



of residents believe there is a **lack of awareness of events**



of residents agree events help contribute to an overall **safer community**

There is currently a good variety of events in Kelowna

5%
Strongly agree

25%
Agree

36%
Unsure

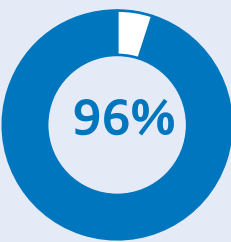
27%
Disagree

6%
Strongly Disagree

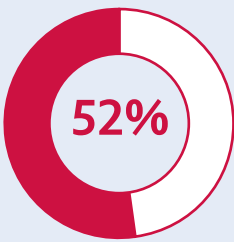
Organizer Feedback

Event organizers were complimentary of many aspects of event hosting in Kelowna such as, expertise of City staff, structured permitting process, well-maintained public spaces, and supportive businesses. Adversely, rising costs, recruiting volunteers, lack of marketing and aging infrastructure were identified as being the main challenges faced by event organizers with some stating the City could

be assisting more in these areas. Many organizers feel there are opportunities to bridge these gaps such as resource sharing, formalizing marketing support, engaging tech community and developing a comprehensive volunteer program. Below is a summary of the 48 post-event surveys completed by event organizers in 2019, pre-COVID.



stated onsite support met expectations



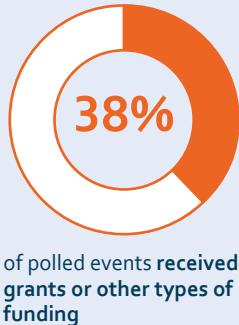
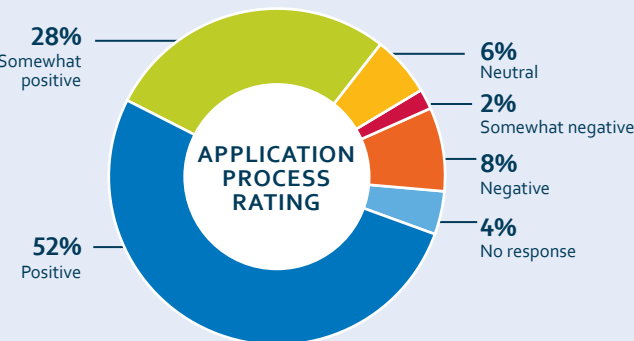
of events recruited enough volunteers

DURATION OF EVENTS HELD



Marketing, Costs, Volunteers, Venues, Weather, Service Providers, Planning, Parking

IDENTIFIED CHALLENGES



APPROXIMATELY
\$1,136,157

raised for various fundraising objectives

Stakeholder Consultation

From July to October 2021, GDH Solutions conducted 38 separate interviews with key stakeholders who are engaged in the events industry, including, City staff, sport and cultural representatives, and members of the tourism sector. The interviews provided a broad range of input and recommendations on the future of events in Kelowna.

The responses favored both sport and cultural type events and leaned more towards the hosting of small to medium sized events on a regular basis; however also supported

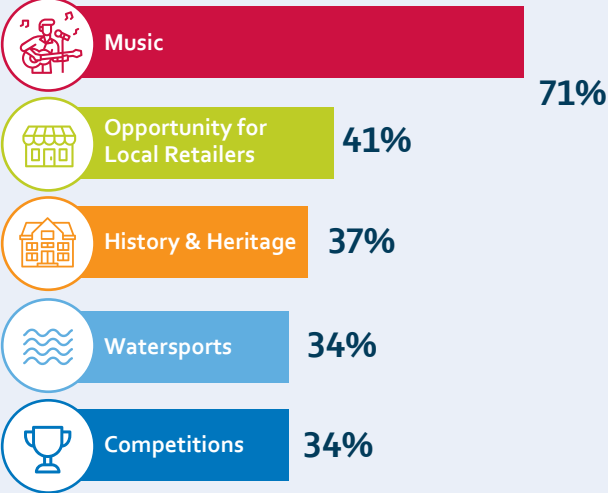
hosting large events that would ideally occur in the shoulder season as the summer months are already busy. Although there was no clear preference, sporting events, music events and family-oriented events were popular responses as well as including more Indigenous components.

The increasing costs were identified as one of two main challenges making it difficult for community associations to successfully host events in the city as well as the need to upgrade certain venues. Event organizers consulted in this process stated they would like to see 'more robust' financial contributions from the City.

Signature Event Feedback

Public feedback regarding a signature event in Kelowna was substantially positive and will be valuable to the Signature Event planning committee. When asked what elements should be included, music was the most popular followed by other closely ranked themes such as art, water/land sports, heritage, and competitions. Follow-up responses indicated that any signature event should be community focused, family-oriented, and grown organically to ensure its successful growth and must reflect 'all' of Kelowna.

Focus areas for signature event



Overall, events are positively received by all parties engaged. Related aspects such as attributes, strengths, challenges, and barriers differ depending on the group responding, all of which were taken into account during the development and refinement of the Kelowna Event Strategy.



THE KELOWNA EVENT STRATEGY

VISION

To be a vibrant eventful city that celebrates our spirit, contributes to our local prosperity, and enriches our quality of life.

GUIDING PRINCIPLES



Develop a vibrant community

We will foster positive experiences that reflect our community values and cultivate community pride.



Encourage inclusivity and diversity

We will celebrate diversity that embraces our rich history and respects our cultural and natural heritage.



Foster safe and positive environments

We will showcase community assets that promote public spaces and protect natural resources.



Develop Quality Infrastructure

We will facilitate the development of high-quality spaces that support a balanced schedule of events and contribute to community infrastructure needs.



Strengthen Collaboration

We will value relationships that engender respect and transparency and nurture a collaborative approach based on collective community contributions.



Be Accountable

We will achieve progressive results through innovative solutions that streamline efficiencies, remove barriers and create new opportunities.



Support Capacity Building

We will build capacity within the local event sector that strengthens community organizations and positions Kelowna for future opportunities.



Be a Catalyst for Local Business

We will stimulate economic activity that supports local businesses and contributes to community development initiatives.

Strategic Goals and Objectives



GOAL 1

Foster a progressive and proactive approach to the development of events and film to elevate resident pride and quality of life while supporting the process in achieving community priorities.



OBJECTIVES



Promote sectoral collaboration on event-related initiatives that will strengthen relationships with key stakeholders and support partnership opportunities.



Create and develop community events, including a signature event, that embrace Kelowna's identity and enhance resident pride.



Actively seek out and procure large-scale, major events that have a significant impact on the broader community.



Foster a dynamic and balanced portfolio of quality events throughout the community and calendar year.



Administer appropriate and accurate reporting methods to measure both qualitative and quantitative data.

GOAL 2

Provide quality resources and programs that enhance the community's capacity for successful event delivery and organizational development.



OBJECTIVES

- Create and facilitate funding programs that aid in the attainment, retainment, and development of events.
- Support industry development through an annual series of training programs, workshops and seminars, for staff, event organizers and other key stakeholders.
- Build a robust and sustainable volunteer program that assists with the recruitment, training and utilization of volunteers for events.
- Enhance the communications and marketing efforts of event organizers to actively promote local events and expand awareness of event opportunities.
- Develop a menu of innovative and tangible services and resources for event organizers that foster the delivery of events and bolster public experiences.



GOAL 3

Nurture a solution-oriented culture that utilizes progressive systems to manage the coordination, communication, and overall delivery of a safe and flourishing event industry.



OBJECTIVES



Expand and enhance online application systems to streamline the varying types and nuances of events and film.



Develop policies, procedures, and resources for the enhancement and advancement of events and film in the community.



Ensure event and film-related bylaws, fees, and guidelines are up-to-date and based on industry standards through regular reviews and comparative analysis.



Develop a communications and marketing strategy to effectively convey and educate stakeholders on the impact, readiness, and benefits of events in the community.



Foster the event services committee structure and permitting process to provide solution-oriented expertise effectively and proactively for all facets of local event and film delivery.

GOAL 4

Adopt a collaborative and integrated approach to the development, utilization and maintenance of event facilities, infrastructure and spaces for successful event hosting and community enjoyment.



OBJECTIVES

- Conduct a comprehensive review of all City-owned event facilities, infrastructure, and spaces on a 5-year cycle and inform development/revitalization plans.
- Adopt a strategic, collaborative approach and/or explore joint funding opportunities for capital investment and resource allocation for existing facility renewal.
- Identify and animate non-traditional event spaces across the city to create safe and vibrant gathering sites while encouraging creative expression.
- Explore new and unique methods to deliver events that are accessible and available to all residents in the community.
- Ensure purposeful involvement from the events sector and consideration of event hosting priorities in urban and parks planning exercises.



IMPLEMENTATION

The Kelowna Event Strategy is a comprehensive document that explores a range of event-related opportunities and challenges and presents a clear vision to guide the continuing development of events in Kelowna.

The strategic goals and objectives, and accompanying action items, are designed to be realistic and achievable in relation to Kelowna's current event eco-system, aligned with related community plans and strategies, and flexible to adapt to evolving priorities.

Developing an Action Plan will be the next important element to move forward. The specifics of the Action Plan will include priorities, schedules, budget implications, and delegated assignments and will be implemented over the next 10 years with regular updates to Council along the way.

The implementation process will include:

- Forming an Event Development Committee comprised of stakeholders who are directly involved in the delivery of events in the community.
- Creating Terms of Reference for the Event Development Committee regarding its role in the implementation of the Kelowna Event Strategy.
- Establishing a monitoring and reporting process for the Action Plan.

Kelowna has a rich history of event hosting and becoming an 'eventful city' will be an integrated and collaborative approach that will cultivate the advancement of events in the community. The Kelowna Event Strategy will provide guidance for future development of events in Kelowna, serve to drive community priorities, and provide unique and shared experiences for years to come.

ACKNOWLEDGEMENTS

The creation of the Kelowna Event Strategy would not have been possible without the collaborative efforts between the City of Kelowna, event organizers, the public, and key stakeholders. In particular, the following individuals should be recognized for their valuable contributions:

Community Stakeholders

- Downtown Kelowna Association – Mark Burley, Executive Director
- Festivals Kelowna – Renata Mills, Executive Director
- Kelowna Historical Society – Bob Hayes
- Kelowna Friendship Society – Kody Woodmass, Strategic Planning Coordinator
- Sncwips Heritage Museum – Coralee Miller, Museum Assistant
- Westbank First Nations Member Consultant – Diane Roy

Cultural District

- Creative Okanagan Society – Karma Lacroff, Executive and Creative Director
- Cultural Services, City of Kelowna
 - Christine McWillis, Cultural Services Manager
 - Nicole Cantley, Community Development Coordinator
- Kelowna Community Theatre – Caroline Ivey, Community Theatre Manager

Event Organizers

- Across the Lake Swim – Kari Baranieski
- Apple Triathlon – Heather Kalman
- Apple Triathlon – Susie Ernsting
- Cherry Blossom Triathlon – Malindi Elmore
- Denim on the Diamond – Mitch Carefoot
- Great Okanagan Beer Festival – Katrina Frew
- Hungry Hungry Half Marathon – Sarah Carson
- Kelowna Pride Festival – Dustyn Baulkham
- Okanagan Marathon – Jarina Yeung
- Ribfest – Chris Murphy
- Terry Fox Run – Donna White

Event Services Committee Members

- BC Liquor and Cannabis Regulation Branch - Kelly Konrad, Liquor and Cannabis Inspector
- BC Emergency Health Services – Paula Goss, Primary Care Paramedic
- Bylaw Services – Ken Hunter, Bylaw Services Supervisor
- Community Communications – Lisa Reuther, Communications Advisor

- Event Services Coordinators
 - Sarah Semeniuk
 - Hailey Given
- First Group Transit – Richard Peterson
- Kelowna Fire Department – Paul Johnson, Fire Prevention Officer
- Parks Operations
 - Dave Gatzke, Parks and Beaches Supervisor
 - Jenny Wesnoski, Parks Community Relations Coordinator
- Parking Operations
 - Dave Duncan, Parking Services Manager
 - Andrew Rolston, Parking Operations Coordinator
- Property Management – Tessa Polman Tuin, Property Officer II
- RCMP
 - Sergeant Scott Powrie, Administrative NCO
 - Jacqueline Bytelaar, Kelowna Special Events
 - Karen Bamford, Training and Events
- Sport Services – Brad Duquette, Community Development Coordinator
- Traffic Operations – Laurens Campbell, Traffic Operations and Technical Support Supervisor
- Transit Services – Mike Kittmer, Transit Service Coordinator

Tourism, Accommodations, and Venues

- Delta Hotels by Marriott Grand Okanagan Resort - Joseph Clohessy, General Manager
- Prospera Place – Olivia Diamond, Director of Live Entertainment
- Tourism Kelowna
 - Chris Lewis, Director of Community and Visitor Engagement
 - Colin McGuinness, Business Development Sport and Events
 - Jennifer Horsnell, Director of Business and Destination Development

Consultant

- Consultant – Gabi Haas (GDH Solutions)

APPENDIX

Event Services Committee (ESC) Terms of Reference

The City of Kelowna recognizes events as playing a valuable role for a vibrant community, which improves quality of life by contributing to social and economic benefits, reflecting the city's diversity, and showcasing the city's attributes.

The City of Kelowna's Event Services Branch is responsible for supporting and developing an effective and dynamic event environment. Key aspects of this branch include the procurement and/or approval of events and film, managing the permitting process, and developing initiatives and strategies that continue to support the event community.

The Event Services Committee (ESC) is an advisory based group of internal and external stakeholders designed to foster the growth and development of events by providing expertise, recommendations and establishing solution-oriented feedback to ensure the events' safe and successful delivery.

Membership of the ESC is determined by the Event Services Branch and is comprised of those stakeholders who routinely play an active role in event logistics and/or require key information to carry out their department's/organization's roles and responsibilities. Invitations may be extended to other stakeholders when specific characteristics of an event deem necessary.

Members, or their designate, are required to attend all regular ESC meetings as scheduled throughout the year. They may also be required to participate in any additional event-specific meetings, site-walks, or discussions.

A review of the ESC Terms of Reference will be conducted periodically to evaluate its accuracy and relevancy and to ensure its alignment with the current event landscape.

Event Services Committee Membership

- City of Kelowna, Event Development Supervisor (Chair)
- City of Kelowna, Sport & Event Services Manager
- City of Kelowna, Event Services Coordinator(s)
- City of Kelowna, Bylaw Services
- City of Kelowna, Community Communications
- City of Kelowna, Parking Services
- City of Kelowna, Parks, Beaches, & Sports Fields
- City of Kelowna, Property Management
- City of Kelowna, Traffic Operations and Technical Support
- City of Kelowna, Transit and Programs
- City of Kelowna, Risk Management
- BC Emergency Health Services
- Liquor and Cannabis Regulation Branch (LCRB)
- BC Transit (represented by First Group)
- Kelowna Fire Department
- RCMP



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