

CITY OF KELOWNA

BYLAW NO. 12427

UPTOWN RUTLAND BUSINESS IMPROVEMENT AREA

A bylaw of the City of Kelowna to establish a local area service for the purposes of annually funding the Uptown Rutland Business Improvement Area (2023-2027).

WHEREAS section 215 of the Community Charter provides Council with the authority to establish, by bylaw, a business improvement area (a "BIA");

AND WHEREAS the Council of the City of Kelowna has been notified that the owners of certain properties in the Rutland area of the City have formed a BIA merchant association known as the Uptown Rutland Business Improvement Association (the "URBIA");

AND WHEREAS the Council of the City of Kelowna has mailed to the owners of the parcels liable to be specially charged, pursuant to section 213 of the Community Charter, notice of Council's intention to proceed with a bylaw to establish the Uptown Rutland BIA for the years 2023-2027 in order to provide certain services, through the URBIA, under a business promotion scheme;

AND WHEREAS notice of Council's intention to proceed with a bylaw to establish the Uptown Rutland BIA for the years 2023-2027 in order to enable the URBIA to provide certain services under a business promotion scheme has been published in a newspaper pursuant to section 213 of the Community Charter;

AND WHEREAS any petition received against the proposed work was not sufficient pursuant to section 212 of the Community Charter, to prevent Council from proceeding;

NOW THEREFORE, the Council of the City of Kelowna, in open meeting assembled, enacts as follows:

1. Those lands within the area shown outlined in black on the map attached hereto and forming part of this bylaw as Schedule "A" are designated as a Business Improvement Area (BIA) within the meaning of section 215 of the Community Charter and shall be known as Uptown Rutland Business Improvement Area.
2. Council is hereby empowered to grant to the URBIA, for the term of this bylaw, money in the amount of the URBIA's annual budget, as submitted to and approved by Council, but in any event not exceeding the sum of Two Hundred and Seventy Thousand Five Hundred and Eight Dollars (\$270,508.00) per annum.
3. Money granted pursuant to section 2 of this bylaw must be expended only by the URBIA.
4. Money granted pursuant to section 2 of this bylaw shall be expended only for projects provided for in the annual budget of the URBIA, as submitted to and approved by Council, and following the Business Promotion Scheme, attached to and forming part of this bylaw as Schedule "B".

5. The URBIA shall submit to the Council of the City of Kelowna, annually, on or before March 15, a budget for the calendar year, which outlines revenues and expenditures related to the carrying out of the Business Promotion Scheme outlined in Schedule "B" during that year.
6. The URBIA shall account for the money granted by Council for the previous calendar year at the same time as the annual budget is submitted pursuant to section 5 hereof.
7. The URBIA shall submit to the Council of the City of Kelowna, annually, on or before March 15, financial statements in accordance with generally accepted accounting principles (GAAP) that include a Notice to Reader.
8. The URBIA shall have a Review Engagement Audit performed in the fifth (5) year namely fiscal year ended 2027.
9. An advance payment equal to 25% of the prior year grant amount may be provided to the URBIA prior to Council approval of the annual budget for each of the years included in this agreement. Any advance payment shall then be deducted from the total grant amount to be paid to the URBIA for that year following Council's review and approval of the annual budget.
10. The URBIA shall not incur any indebtedness or other obligations beyond each budget year.
11. There shall be levied annually against all taxable land and improvements within the designated Business Improvement Area which fall within Class 5 or 6 of the Assessments - Class and Percentage Levels Regulation, B.C. Reg. 438/81 excluding Federal, Provincial and Municipal owned properties used for government purposes, and based on assessed values, rates sufficient to raise the sum in accordance with section 2 herein or such lesser amount as granted to the URBIA pursuant to the provisions of this bylaw.
12. The URBIA shall take out and maintain public liability, property damage, and other required insurance naming the City of Kelowna as Additional Insured in the amount of not less than \$2,000,000.00, and shall provide upon request to the City of Kelowna proof of such insurance in the form of the City's standard Certificate of Insurance.
13. The URBIA shall procure and maintain at its own expense:
 - (a) Comprehensive General Liability Insurance providing for all sums which the URBIA shall become legally obligated to pay for as a result of bodily injury, property damage or other damages, providing for an inclusive limit of not less than \$2,000,000.00 for each occurrence or accident;
 - (b) Automobile Liability Insurance covering all motor vehicles owned operated and used directly or indirectly in the operations of the URBIA, with a limit of liability of not less than \$2,000,000.00 inclusive; and
 - (c) Such other insurance coverage appropriate for the operations of the URBIA as determined by the City.
14. All Insurance required to be obtained by the URBIA pursuant to this bylaw shall name the City as an Additional Insured, and shall be primary without any right of contribution from any insurance otherwise maintained by the City.

15. The URBIA shall submit Certificates of Insurance as, and in the form, required by the City, which shall provide that 30 days' written notice shall be given to the Risk Manager of the City, or designate, prior to any material changes or cancellations of any such policy or policies.
16. The Business Improvement Area created by this bylaw may be merged with another Business Improvement Area, whether contiguous or not, for the purpose of providing, consolidating or completing necessary works or services for the merged area.
17. This bylaw shall be effective from the date of adoption through December 31, 2027 inclusive.
18. This bylaw may be cited as "Uptown Rutland Business Improvement Area Bylaw No. 12427."

Read a first, second and third time by the Municipal Council of the City of Kelowna this

Adopted by the Municipal Council of the City of Kelowna this

Mayor

City Clerk

2023 – 2027
URBA LEVY RENEWAL



220 URBA Members are



Hard Working. Diverse. Authentic. Approachable. Rutland Proud.

VISION STATEMENT

RUTLAND PROUD: To attract and expand development, business and prosperity with pride and purpose.

MISSION STATEMENT

UPTOWN, DOWN TO EARTH: To grow and strengthen Rutland's hard-working business community through authentic connections and strategic opportunities.

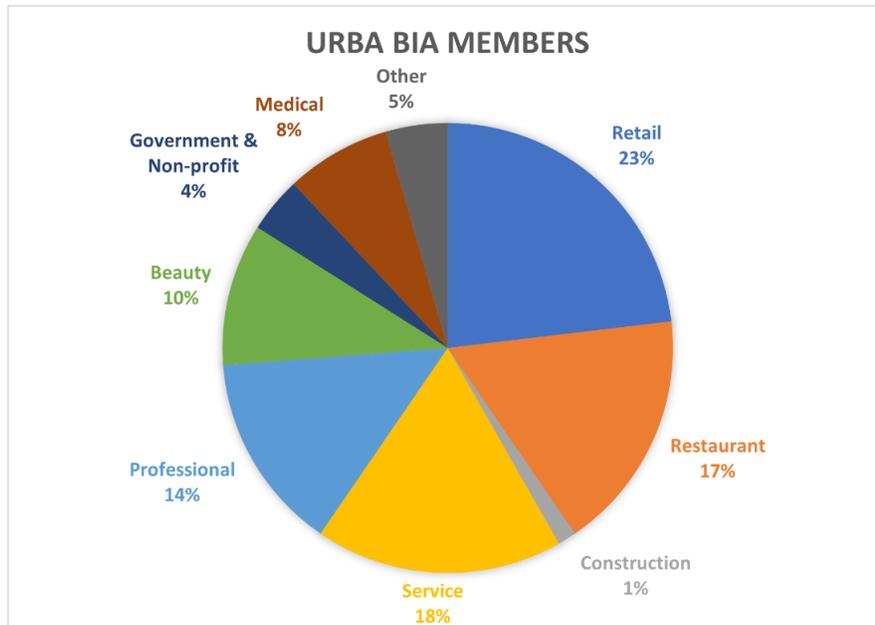
EXECUTIVE SUMMARY

Identified as one of Kelowna's Urban Centres and important transportation hub, Rutland's revitalization and growth is becoming unprecedented. URBA, and Rutland, have evolved at a rapid pace these last five years. With many new mixed-use builds coming online over the next couple of years, an aggressive real estate market, a strong BIA presence and effective community leadership have created a great sense of renewal that is felt beyond Kelowna as national organizations identify the Okanagan as one of the top areas to invest both commercially and residentially in Canada. Rutland is definitely on people's radar attracting developers from Alberta and Manitoba, among other provinces across the country.

We would like to graciously acknowledge Council for its support of URBA's award-winning Uptown Mural Project the first three years, with funding coming through the city's public art budget. It has blossomed into 22 murals each very different from the others, painted by world renown artists from across Canada, including Okanagan and Indigenous artists. This successful beautification project has truly created a sense of excitement and pride among Rutlanders!

With Council's approval, we will keep that momentum going, building on the past foundation and accomplishments while creating a greater vibrancy for Rutland Urban Centre. This document outlines our

core plan, including how we plan to invest our BIA levy into advocacy, community safety, marketing and beautification efforts that strengthens the future for all of us, as entrepreneurs, the 220 members of URBA.



OUR PLAN

SEE **APPENDIX A**: STRATEGIC PLAN POSTER

As URBA is in its second year of its 2021-2024 Strategic Plan, one of the goals outlined is ‘to promote business and the area to customers, investors and entrepreneurs’, the pandemic created an opportunity for URBA’s Board of Directors to reflect on its priorities. This led to a re-branding process that included a new logo and brand personality which sees Rutland businesses as authentic, hard-working, diverse, approachable, down-to-earth and, very much Rutland Proud! Also part of the Strategic Plan was updating the Mission and Vision Statements, as well as developing more relevant Marketing and Communications Plans. With no networking events or community events during the pandemic, URBA had the opportunity to increase funding towards new marketing strategies and also continue developing the Uptown Mural Project.

In 2020, a shift in priorities occurred; URBA removed the large-scale community events that gave Rutland businesses limited return on investment, giving the rights to a professional event planner who has since grown these events beyond the limits of URBA. This allowed URBA to develop a much stronger digital presence, enhance and grow the Uptown Mural Project and bolster its brand by expanding the organization’s marketing program.

Armed with these new vision and mission statements, we see URBA's purpose is to advocate for our vision of Rutland and to champion for the possible. We see Rutland as a proud, authentic, diverse, and evolving community. We will continue to cultivate fruitful relationships with key stakeholder organizations such all levels of government; School District 23, YLW, Big White, UBCO, Okanagan College, Tourism Kelowna, Downtown Kelowna Association, Kelowna Chamber, CHBA, the development community, and Rutland community groups.

URBA will continue to promote business and the area to customers, investors, entrepreneurs – over the past year, URBA has been aggressively marketing Rutland with a strengthened digital presence.

We will keep an open dialogue with our members to incorporate their wants, needs, and goals. Be their 'go to' resource for all things Rutland such as assisting them when dealing with bureaucracies of government.

We see Rutland as a community where businesses continue to flourish for many years – so their successes will build upon each other so Rutland is seen as a visible, unique, and attractive place to invest. And for those businesses not currently within URBA's boundaries but still within Rutland, URBA will be launching an Associate Membership option so they can get connected with URBA. This will also generate some revenue.

We see the Board of Directors continuing to evolve by adding capacity, influence, and diversity. It is URBA's opportunity to reach out to Rutland's dynamic, culturally diverse business owners. The Board will continue to build better relationships with other BIA's and related organizations. The Governance Committee will re-launch in early 2023 to ensure bylaws remain current, timely and functional.

Not on the immediate radar of the Board but perhaps in the next couple of years, URBA will begin the process to start researching boundary expansion options, possibly hiring a university student to tackle it. We see engaging key stakeholders within the community, including all levels of government, to attend visioning and planning sessions that will identify what will keep Rutland thriving and be a healthy community. The results may be infrastructure upgrades or traffic pattern changes designed to keep people and goods moving smoothly within and through Rutland. Aligning with the city's OCP and Transportation Plan is top of mind while respecting and acknowledging citizens' and the business community's input.

OUR ACHIEVEMENTS

Beautification - Uptown Mural Project

After completing its fourth year this summer, URBA's Uptown Mural Project, now boasts 22 world class street art murals located throughout Rutland's community centre. These last two years has been a critical time to provide supports to businesses, residents and our community; creative and inspiring projects such

as the Uptown Mural Project help as we come out of the pandemic building community spirit and pride. This urban art initiative, unique to the Okanagan, is driven towards the beautification of Rutland, encourages community involvement and strengthens community pride. It emphasizes that Rutland is a safe and desirable place to conduct business with vision and values reflected in each of the murals. By increasing the beautification and walkability of Rutland, the murals decrease vandalism, graffiti and tagging.

This dynamic collection of street art has been inspirational to the people of the Okanagan Valley with the city of Kelowna proud to present it as a key component of the city's public art collection. World renown artists hail from Montreal, Toronto, Calgary, Winnipeg, Victoria, Vancouver, Nelson and most notably the Okanagan, including Syilx and Metis artists.

Each year, the project has achieved new successes. It has received recognition from its peer organizations, a Merit Award, Programming & Partnerships Category from the Business Improvement Association of BC (BIABC). Notably, the Downtown Kelowna Association captured the Gold in this category for the Meet Me on Bernard program. URBA was recognized as a Finalist in the Arts & Entertainment Category in the 2021 Kelowna Chamber of Commerce Business Excellence Awards.

These next few years will see a shift in focus for the Uptown Mural Project. It will move from pure mural production into mural maintenance (anti-graffiti coating), a possible Mural Festival and overall enhanced marketing program.

Marketing Initiatives

SEE APPENDIX B for complete listing of participating member businesses & statistics

The pandemic brought opportunity and growth for URBA. Working with Tourism Kelowna, a mutually beneficial partnership began in summer 2021. One of Tourism Kelowna's mandates is to promote attractions beyond the downtown core of Kelowna. It developed a 'digital passport' download that has locations, descriptions and photos of all murals for tourists and locals to self tour. Adding to the 'fun factor', the app includes a scavenger hunt where a multiple choice question is asked at each mural and answers are submitted to win a prize. To promote the passport, a portion of one mural is window-screened at the Visitor Centre.

Summer 2022, saw the next step evolve from this relationship by adding the sale of mural merchandise at the Visitor Centre. We are currently waiting for the early sales reports. We would like to expand mural merchandise sales beyond the Visitor Centre to possibly YLW and the UBCO bookstore among targeted locations. We will also be working on adding online merchandise sales to our website.

Other initiatives will include approaching hotels, tour companies and even international tour companies that book tours to the Okanagan so mural walks can be incorporated into tour itineraries. URBA has been approached by an Australian tour company who will be in Kelowna 2023 and has requested the mural walks be incorporated into its itinerary. They will be arriving in Kelowna in September to film a promotional video, incorporating the murals.

Once the re-brand was complete, the monthly print version newsletter relaunched in summer 2021 with member and director profiles, messaging from the President and members have the opportunity to advertise. It is hand-delivered to 220 Rutland businesses by a Pathways Abilities Society client whom URBA pays for the delivery service.

Other advertising took place in the Kelowna Capital News for assorted recognition to thank firefighters, first responders, recognize RSS grads, and honour veterans. Fall 2021 to today, URBA secured the outside back cover of the magazine *Rediscover Rutland*, published quarterly by Kelowna Capital News, with a distribution of 15,000 homes throughout Rutland and Glenmore. Each quarter, 4-5 businesses are featured.

A couple of short videos, highlighting the murals and various Rutland businesses, were produced so URBA members would be able to play on their restaurant TVs, medical office reception TVs, and the Kelowna Chiefs hockey team livestreamed one of the videos during its hockey games.

URBA is a long-time member of the Kelowna Chamber of Commerce and will be applying to sit on the Advisory Council of the Central Okanagan Economic Development Commission. URBA annually participates in the COEDC's Business Walks. URBA would graciously accept a seat on the Airport Advisory Committee.

Other Marketing Initiatives:

Kelowna Chiefs – rink board & deliver car sponsor

Kelowna Falcons – starting line-up player sponsor

Miss Kelowna Lady of the Lake Leadership Excellence Program: annual sponsor

Meet Me On Bernard: pop-up booths-2 days. Had the public paint large canvases. Pianos in the Park – Piano at Roxby Square

Kelowna Car & Bike Show sponsor/kids craft station

Christmas Light-up Centennial Park sponsor/kids craft station

Payton & Dillon Budd Memorial Bike Ride refreshment station sponsor, Lions Park

Scarecrow Festival - sponsor/kids craft station

Maxine DeHart's Drive-Thru Breakfast United Way fundraiser

Digital Marketing/Social Media

Starting in summer 2021 and continuing today, URBA engaged in two ambitious digital marketing campaigns. The results of the Castanet campaign centred on 'quantity' while the Kelowna Now campaign contained more in-depth articling and contesting which means it was more about 'quality'.

These campaigns significantly promoted and improved the visibility of URBA as an organization (Castanet) and also to highlight specific Rutland businesses through a series of contests (Kelowna Now). These contests have garnered more than 2,500 entries and 20,757 article reads.

The Castanet ads received 17,877,689 impressions and 6,512 Click Thrus and ClickThru Ratio: .0364%. These ads highlighted Mural Walking Tours throughout the 2021&22 summers that are free for the public and tourists to attend.

Overall, the Castanet ads were more about brand recognition and promoting mural walks. There were a total of 10 Kelowna Now contests, each one highlighting 4-5 Rutland businesses. There were also Level Up magazine articles touching on the Uptown Mural Project, restaurants, thrift stores and the new vision/direction URBA is heading.

Community Safety

Safety & security – a top priority for URBA to develop strategies and tips to share with members by tapping into RCMP resources and continue with ongoing community engagement. For example, URBA is currently spearheading neighbourhood meetings with businesses and government regarding the relocation of the province's Income Assistance cheque distribution office to Rutland.

Over this next five years budget cycle, it may be worth exploring a 'Clean Team' or an 'On Call' type program with the city. There has been a noticeable spike in property crime, theft, vandalism and mischief charges in Rutland over the past year. Like everywhere, Rutland businesses continue to struggle with keeping their storefronts and alleyways clean and safe for customers.

URBA will continue to pursue community based solutions to our business and security needs. URBA will endeavour to research potential grant opportunities that focus on community safety.

Distribution to 220 members in 2022: Surveillance stickers, fraud & counterfeit bills pamphlet, opioid overdose pamphlet & 'Who to call, When to Call' pamphlet.

Up for consideration is to have the Executive Director receive Crime Prevention Through Environmental Design (CPTED) training which can be offered as a service to members.

Events

A real shift in focus happened for URBA during the pandemic. It was decided to stop producing its three community events and to only continue with sponsorship, assist with marketing and volunteering at the Scarecrow Festival, Car Show and Christmas Light-up.

URBA will continue to host member-focused monthly networking events, stakeholder meetings, golf tournaments, trade shows and possibly begin producing an annual Mural Festival.

OUR CORE ASK/THE BUDGET

Proposed BIA Budget					
	2023	2024	2025	2026	2027
Revenue					
City Funding Tax Levy (Capped)	222,547	233,675	245,359	257,627	270,508
Other Income Events, Sponsorships, Grants, Associate Memberships	34,267	32,439	34,906	36,680	48,560
Total Revenue	256,814	266,114	280,265	294,307	319,068
Expense					
Beautification/Streetscape	41,000	40,000	40,000	40,000	40,000
Community Safety/Programs	3,000	3,000	3,000	3,000	3,000
Events & Promotions	8,453	8,876	9,319	9,785	10,275
Office & Administration	155,317	164,588	170,509	178,862	202,826
Marketing	43,745	41,370	43,338	45,405	47,575
Total Expense	251,515	257,834	266,167	277,053	303,676
Net Revenue	5,300	8,280	14,098	17,255	15,392

Notes to Proposed Budget

OFFICE SPACE: Forecasting inflation rates is difficult at best. URBA's previous 2018-2022 budget was not impacted by dramatic inflation hikes that we are seeing today. This budget is based on predicting inflation that affects all businesses, including URBA suppliers of advertising (print, digital), utilities, office space, equipment rentals, etc.

This has led URBA to propose a 9% increase in 2023, in an effort to more accurately reflect the rising costs and expenses of 2022-23, followed by 5% increase, year over year, for the remaining four years, ending 2027.

URBA's office lease is up October 2022. URBA has been looking for new office space which, at a minimum, will see lease payments double to market rate of approximately \$1600/month for a comparable sized office it occupies today (600 sq. ft.). Reviewing the rare few office relocation options in Rutland will see an increase in rent upwards of \$3,200-3,700/month for a modest 1,200-1,500 sq. ft. space.

After careful thought and number crunching, the Board has decided to close the current office space for an undetermined amount of time, and staff will work remotely. Meetings will be held in various URBA members' board rooms and Rutland restaurants in an effort to showcase those businesses. Office furniture will be moved to a storage facility.

URBA will continue to watch for office space availability as there is great value for branding and marketing purposes of a bricks and mortar office.

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GROW A CONTINGENCY FUND: In these uncertain times, another long-term goal would be to grow a contingency fund where a small portion of revenues are set aside to cover unexpected costs, 'one-off' projects and support other issues that may arise. From a fiscal management perspective, there should be a minimum of 6 months operating costs set aside. We see these funds going towards enhanced community safety initiatives, further murals and/or mural maintenance, and the most likely option is to re-establish a bricks & mortar office again. With a fair amount of new commercial space coming in the next year or two, we anticipate those spaces will be filled with businesses that are currently located in older buildings or the malls. With those businesses moving into the new spaces, this will free up space for URBA to pursue those older buildings as they will be more affordable than new buildings.

2023 IMPORTANT ADJUSTMENTS: In 2022, the Uptown Mural Project saw a significant rise in costs due to a few factors such as longer hotel stays for the artists, lift rentals were also for longer periods of time, extra labour to prime the walls and literally more paint due to the four very large walls that were muralled. We are hoping to apply anti-graffiti coatings to five murals before the weather changes this fall. The original plan was to apply this coating to only 2-3 murals this year as per budget limitations but we feel it necessary to coat an additional three that are very vulnerable, as a preventative maintenance measure.

For 2023 and moving forward, the mural project budget will be reduced to \$40,000 annually, almost half of the current budget, unless grants are secured. It is time to shift from creating as many murals as possible to protecting and maintaining them.

We see 2-3 murals produced annually and also applying the expensive anti-graffiti coating to those existing, more vulnerable murals.

The second adjustment is reducing office and administration expenses. By closing the office temporarily, annual savings is approximately \$23,000.

BEAUTIFICATION/MURAL GRANTS: Grants were identified in years 2023 and 2027 only as grants are just not a guaranteed revenue stream. In 2027, we will definitely pursue a grant as we will need that revenue to off-set the cost of having a Review Engagement Audit performed budgeted at \$15,000.

NEW REVENUE SOURCES: Starting small to begin, we are optimistic about the growth of Associate Memberships and both online and Visitor Centre mural merchandise sales. These would not be significant contributors to URBA's revenue stream but certainly they have potential to grow.

APPENDIX A: URBA Strategic Plan Poster

2021 - 2024

Strategic Plan *at a glance*



We see a community which ...

VISION	is proud, authentic, diverse and evolving community	supports business, developers and investors	is a tangible, healthy community that flows	
	continues to evolve through adding capacity, influence and diversity	represents a visible, unique, attractive place to invest is a leader in building collaborations	beautifies area and builds character and identify with the mural project	where businesses flourish in a sustainable ecosystem with longevity showcases people, activities, business, buildings and stories tackles challenges with creativity
VALUES				
	Authentic, Hardworking	Uncomplicated.	Approachable.	Proud.
	Diverse.			

GOALS		Goal 1: Broaden the reach Develop marketing plan, increase social and identify what our members want	Goal 2: Share our stories Celebrate local activities, initiatives and successes with broader community
	ADVOCACY advocate for diverse local relations and for the area	Goal 1: Build cohesive vision Open dialogue with existing members to support their wants, needs and goals	Goal 3: Expand BIA Expand BIA region beyond the current borders to align with Urban Centre border
	CAPACITY provide the best resources for area businesses, investors, customers	Goal 1: Increase visibility Update and expand collateral and reach, identify types of support for membership	Goal 2: Support local businesses Develop a database of information, resources and funding opportunities
	CONNECTIONS cultivate fruitful relationships with key stakeholders	Goal 1: Increase community contacts Identify key stakeholders, develop a communications plan, motivate dialogue	Goal 2: Shift approach with gov't Actively work with local and provincial governments to develop solutions

	ADVOCACY	CAPACITY	CONNECTIONS
Actions <ul style="list-style-type: none"> develop marketing plan expand collateral expand social Board actively participates in URBA networking events identify community groups and networking events for Board and ED to attend to increase presence and awareness sponsorships - external events website, social, newsletter, videos, podcasts Tourism Kelowna Mural Passport more walking tours make info about events, programs and services easy to find 	Actions <ul style="list-style-type: none"> develop marketing plan that targets members, developers/ investors, business sector/ entrepreneurs survey interviews with members update website with platform for members to communicate with each other prospectus map "in your area" map educate membership around potential and limitations of CCP facilitate roundtables for members, developers, business sector strike committee for BIA expansion strike governance committee BIA best practices identify needed infrastructure 	Actions <ul style="list-style-type: none"> develop print and digital collateral expand social move office to higher visibility location advertising campaigns with Kelowna Now and Castanet determine what type of support and resources members want and need develop a database for members info, resources, funding options, missing amenities and services hire marketing/admin resource 	Actions <ul style="list-style-type: none"> Identify key stakeholders and establish regular meeting develop a communications plan motivate dialogue by reaching out develop government relations plan Identify key government contacts establish recognition and appreciation program internal and external host community visioning workshops

To learn more about how we can help your business, visit us online or call 250.451.9861

APPENDIX B: Member Engagement

URBA MEMBER ENGAGEMENT: PARTICIPATING BUSINESSES & STATS June 2021 - August 2022

BIA Members 223

PRINT:

1) Monthly Print Newsletters hand delivered to members:

21 BIA Member Profiles - 13 Directors 3 Murallists

Rosie's Grape Stop
Old Town Farm Market
Kristy's Hottips
Fred's Gold Panning
Lee's Floral Designs
Pitch Black Tattoo
Das Barbershop
Big White
Basha Donair
Trulli Italian Supermercado
Making Strides Counselling
Rage Hair Studio
Rodney Hobson Karate Academy
Maharajah Grocerz
Mountain Lifestyle Outlet
Mountain Planning Group
The Bridge Outreach Services
Rutland Physical Therapy
Work BC
VisionFirst Optometry
Superior Paint

2) I Am Woman Magazine -published by Csek Creative - March 2022

“Female-Driven, Rutland Proud” - Pictures: Karen Beaubier and Nancy Wells

3) Business Women of the Okanagan – published by The Daily Courier - February 2022

“What is URBA?”

4) Black Press Media (Kelowna Capital News) Deliver 33,362 papers to households in Kelowna. We also have an average of 162,500 visits to website weekly, with about 50,000 of them accessing e-editions.

- Campaigns – assorted ads throughout the year:

- The Women in Business magazine delivered to 48,000 households Kelowna and West Kelowna.

- The 101 Things to See and Do delivered to 52,200 households in Kelowna, West Kelowna and Lake Country.
- *Rediscover Rutland* magazine delivered to 15,000 households in Rutland and Glenmore.

Rediscover Rutland back page ads:

October 2021

Dosa Crepe Cafe

Johnny's Meat

Lorenzo's Barbershop

OK Tire

Ski Outlet

FEATURE: "More Business, Customers Key to Rutland's Success: URBA"

FEATURE: "Higher Density Appeals to Rutland Business Core"

March 2022

Good Brothers Pizza

Purple Seahorse Pet Store

Rutland Optometry

Wa Skew'R

Okanagan Heating & Air Conditioning

FEATURE: "URBA Seeks to Expand Brand"

May 2022

Burger Baron

Stylize Hair Studio

Ustaad G76 Indian Cuisine

Veerji Fish 'n' Grill

Whisk Bakery & Café

Summer 2022

Solid Gold Collision

Salvation Army

Magrath Auto Supply

Punjab Fashion Hut

New Punjab Sweets & Restaurant

E-Newsletters/Constant Contact (bi-weekly)

30330 Sends

13651 Opens

697 Clicks

Open Rate: +21%

Industry Average: +14

Social

June 2021 - August 2022

Facebook

Page Reach: 9,940 (+100%)

Profile Visits: 235 (+100%)

Instagram

Page Reach: 3,289 (+65.3%)

Profile Visits: 1,460 (+180.8%)

Reels (aka short videos):

- 1) Pitch Black Tattoo
- 2) Trulli Italian, Old Town Farm Market, Specialty Bakery, Johnny's Meats
- 3) Letaya Salon
- 4) Work BC

KelownaNow – Contesting Results

Facebook 7 posts

Impressions 25170

Engagements 562

Comments 4

Reactions 22

Clicks 530

Shares 6

Instagram 6 posts

Posts

Impressions 84080

Reach 70079

Engagements 591

Comments 571

Reactions 7

Shares 13

Story

Impressions 18763

Reach 18536

Replies 2

Twitter

Impressions 457

MailChimp Emails 17 Emails

Emails Sent 214940

Unique Opened 78821

Clicks 65191

Open Rate 36.70%

Click-to-Open Rate 53.30%

Contest List

"Get Your Car in Tip-top Shape"

2068 reads/491 entries (**Rutland Auto Repair, Top Grade Tire, Napa Auto Pro**)

"Enter to Win a Shopping Spree in Kelowna's Hollywood!"

2570 reads/533 entries (**Hollywood Station biz video: Taco Time, Quantum Games, Specialty Bakery, Johnny's Meats, Old Town Farm Market**)

"Win the Ultimate Hockey Night in Kelowna Prize Pack"

2331 reads/215 entries (**Kelowna Chiefs, Wings**)

"Hair for the Holidays? Yes please! Enter to win a Trip to a local salon or barbershop!"

2608 reads/491 entries (**Salon D'Roz, Das Barbershop, Hair by Desi, Salon Muse**)

"Cook the Ultimate Meal Courtesy of Local Rutland Businesses"

2555 reads/199 entries (**Old Town Farm Market, Farah Middle Eastern, Rosie's Grape Stop, Garcha Bros Meats, Trulli Italian**)

"Enter to Win the Ultimate Thrifting Prize Package"

3194 reads/498 entries (**Rutland Thrift (KGH), Salvation Army, MCC Thrift, Gospel Mission Thrift**)

Explore Rutland's Uptown Mural Project

2816 entries

"Win the Ultimate Summer Reinvention Prize Pack from these Rutland thrift stores and salons!"

1987 reads/181 entries (**Rage Hair Studio, Salon D'Roz, MCC Thrift Store, KGH Rutland Thrift Store**)

"Try Something New in Rutland"

(**Rodney Hobson Karate School, Flashpoint Tattoo, Mountain Lifestyle Outlet, Centex Gas**)

“Back to School” (Brayds Hair & Day Spa, Tim Hortons card purchased by Christman Plumbing, MCC Thrift Store, Mara Lumber Home Hardware)

Level Up Magazine Features:

Sept 2021: **4 Rutland Thrift Stores**

May 2022: **PostHaus Pub, Burger Baron, My Restaurant, Dosa Crepe, Latin Fiesta, Zabb Thai**

July 2022: Promoted Mural Project & QR code to download app

Other Marketing:

- 1) Kelowna Chiefs Hockey partnership (approx 30,000 people in the rink annually):
 - Rink board & logo on the ice
 - Logo on delivery cars
- 2) Kelowna Falcons – Starting Lineup Player sponsor
- 3) Miss Kelowna Lady of the Lake Leadership Excellence Program: annual sponsor
- 4) Meet Me On Bernard – Pop-up booths – 2 days. Public were invited to paint large blank canvases
- 5) Pianos in the Park – Roxby Square
- 6) Kelowna Car & Bike Show, Lion’s Park – sponsor/kids craft station
- 7) Christmas Light-Up, Centennial Park - sponsor/kids craft station
- 8) Payton & Dillon Budd Memorial Bike Ride, Lion’s Park – refreshment station
- 9) Scarecrow Festival, Lion’s Park - sponsor/kids craft station
- 10) United Way fundraiser: Maxine DeHart’s Drive-Thru Breakfast