

# REPORT TO COUNCIL



**Date:** November 28, 2012  
**File:** 0610-53  
**To:** City Manager  
**From:** Director, Recreation & Cultural Services  
**Subject:** Events & Festivals Framework  
Report Co-prepared by: Manager, Sport & Event Development

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## **Recommendation:**

THAT Council approves, in principle, the Events & Festivals Framework as outlined in the report from the Director, Recreation & Cultural Services dated November 28, 2012;

AND THAT Council directs staff to continue to develop the Framework and report back to Council as required.

**Purpose:** To receive Council's approval in principle of the proposed framework for Events & Festivals.

## **Background:**

Kelowna has a long history of hosting events and festivals in sport, culture and entertainment. Events and festivals enhance the quality of life in Kelowna and are an essential element in creating complete communities.

During the IRONMAN discussion the City's role in event development was discussed at length. That discussion highlighted the importance of the City's role in attracting and supporting events and reinforced that investment in events supports the City's core values.

The City has played a key role in event management and development for the last number of years. The City implemented an Outdoor Event application and approval process. The City created granting programs to support both sport and cultural events and has pursued large one-time event opportunities (i.e. BreakOut West and Canada Winter Games bid). The City also funds other agencies that are involved in the event industry (i.e. Tourism Kelowna, Festivals Kelowna, Downtown Kelowna Association).

In the last number of years the event landscape has changed and in all likelihood will continue to change. Examples of changes include:

- Municipalities throughout Canada have become more proactive in securing and supporting events that benefit corporate objectives;
- Large events come with an expectation of municipal support (cash and/or in-kind) and in many cases are operated by a commercial entity;

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- Events have become more complex and multi faceted with increased infrastructure and increased regulatory requirements (i.e. BC Safety Authority, Liquor Licensing);
- Events using roadways require detailed traffic management plans and trained traffic control personnel (which increased costs to the organizer);
- Increased expectations (value for money) from spectators and participants.

Being effective in this changing landscape requires a different response from the City. This response involves being more proactive and strategic, partnering with community stakeholders, establishing funding models that support event development and creating an environment that is considered open and supportive of events. The City's awareness of the changing environment is demonstrated in recent corporate plans such as the Events Plan (2009) and Cultural Plan (2012).

The cost of attracting and supporting events can be significant. Research has shown that each municipality has a unique approach and every major event will come with a unique request. Kamloops recently secured the 2014 Brier with both the City and Tourism Kamloops each contributing \$50,000 to match \$100,000 each from provincial government and the BC Lottery Corporation. Council will recall that the IRONMAN bid reflected a significant annual commitment of cash and in-kind services from both the City and Tourism Kelowna. In 2012 the cost to event organizers for City supplied services (i.e. police, park rental fees, street sweeping, signage and park rehabilitation) for the medium to large permitted outdoor events was approximately \$60,000 (this excludes major commercial events and events with the primary purpose of raising funds for a cause).

The purpose of this report is to provide Council with an overview of a proposed Events & Festivals framework that illustrates the City's leadership in responding to the new/changing environment. This new framework connects existing resources and functions with a new, more proactive approach. The proposed framework (attachment #1) highlights five areas of focus:

- Strategic Direction - A proactive approach to event procurement and support that is consistent with civic objectives
- Core Event Properties - Ensuring continuance of key event assets (i.e. events operated through Festival Kelowna) and the ability to respond to new one-of civic projects (2010 Olympic Torch Relay Celebration)
- Volunteer Support for Events - Deliberately enhance volunteer support for events by setting up processes and systems to attract and retain volunteers
- Regulatory/Facilitative - Application and approval process through the Outdoor Events Committee
- Resources - Programs and services available for event support

The overriding objective of this new framework is to ensure that the City is better positioned to attract and support a dynamic event environment and that it receives maximum return on its investment. Expected outcomes include:

- Position the City to be more proactive and effective in attracting and sustaining the types of events which best meets community and civic objectives.
- Integrate and align City and Tourism Kelowna efforts and resources in event procurement and retention.
  - Identifying shared objectives which meet the needs of the City, the community and tourism

- Creating a seamless process through which event organizers will feel well managed, supported and wanted
- Using a collaborative approach throughout the process, including event research, joint planning, coordinated grant programs, maximizing facility use (filling gaps in facility scheduling), integrated client management and clear roles and responsibilities
- Establish a comprehensive funding program that demonstrates the City's commitment to securing and developing events.
  - Dedicate new financial resources that support growth and sustainability of events:
    - Resources to assist in pursuing high profile events
    - Resources to subsidize City services for existing annual outdoor events
  - Review, update and reallocate (where appropriate) existing grant resources:
    - Sport Event and Arts & Culture Project Grants
    - Existing base budget event funds
- Dedicate resources to establish and maintain a volunteer support program for events.
  - During the IRONMAN discussions it was acknowledged that there is a larger role the City could play in developing, supporting and enhancing community volunteer programs. Through proposed new funding, the intent is to create a program which would establish a committed volunteer pool dedicated to supporting targeted events.
- Create a more effective relationship and process to manage film requests within the city.
  - It's recognized that Kelowna is becoming more attractive and known as a location with a lot to offer to the film industry. This is further reinforced with new direct flight to Los Angeles. Currently requests are being managed by the OE Office without any formal policy/guidelines. Film is a complicated industry with time sensitive requirements. To be effective the City requires a more conscious and deliberate approach to meeting film industry needs.

Progress on these outcomes will make the City more effective in attracting and supporting events. This in turn has the potential for significant positive community benefits in a number of areas such as community profile and identity, cohesion and pride, cultural diversity, economic development, tourism and healthy active lifestyles.

Should Council approve in principle the framework, the immediate next steps include:

1. Council's consideration of requested new resources as part of the 2013 Provisional Budget.
2. One year extension of the Festivals Kelowna Service Agreement for the provision of core event properties while the framework is further developed.
3. Initiate a process that ensures the City and Tourism Kelowna efforts are coordinated and aligned.

Council's endorsement of the report will allow staff to move forward with planning and framework development. Staff will continue to update Council as required during this process.

**Internal Circulation:** General Manager, Community Services; Manager, Cultural Services

**Existing Policy:** A review of existing policies to ensure alignment will be undertaken. Examples include; Outdoor Events Bylaw, Parks Bylaw, Cultural Policy, Sport Events Development Grant Council Policy, Arts & Culture Project Grants and Festivals Kelowna Service Agreement.

**Financial/Budgetary Considerations:** As part of the 2013 Provisional Budget Council will see two submissions that dedicate new resources to event support.

1. Volunteer Program (\$50,000 ongoing) - This request will fund additional resources to define and initiate a volunteer program designed to provide support for targeted events and festivals.
2. Events & Festivals Funding Support (\$50,000 one-time) - This request will establish two new funds dedicated to event support:
  - a. Strategic Event Fund - Large events often come with an expectation of municipal support. Currently there is no City program to provide the desired support. This fund will resource a program that can be accessed as new event opportunities are considered.
  - b. City Service Offset Grant - This grant is designed to assist annual outdoor events that take place on City property. Based on meeting established criteria, this grant will subsidize portions of the cost of City supplied services.

The Event & Festivals Funding Support program is submitted on a one-time basis at this time. As the program is developed, staff will update Council with criteria and appropriate funding levels required to sustain the program on an ongoing basis.

**Personnel Implications:** The department has a supervisor position that was left vacant in 2012 as part of the departmental one-time budget reductions. This position will be filled in 2013 and provide day-to-day supervision and leadership of the City's role in furthering this initiative.

**External Agency/Public Comments:** Preliminary discussions have started with Tourism Kelowna regarding a more collaborative and strategic working relationship.

Considerations not applicable to this report:

Legal/Statutory Authority  
Legal/Statutory Procedural Requirements  
Communications Comments  
Alternate Recommendation

Submitted by:



J. Gabriel, Director, Recreation & Cultural Services

Approved for inclusion:



J. Vos, General Manager, Community Services

Council Report – Events & Festivals Framework  
November 28, 2012

Attachments: Event & Festival Framework  
Framework for Events & Festivals PowerPoint

Cc: General Manager, Community Services  
Manager, Sport & Event Development  
Manager, Cultural Services

# Event and Festival Framework

## Strategic Direction

**Integrated approach to event procurement**

- Streamlined roles and responsibilities provided by City and Tourism Kelowna
- Seamless process for event organizer
- Proactive identification and pursue event opportunities (i.e. Skate Canada Int'l, Western Canadian Music Awards)

**Establish and align funding programs**

- Complimentary funding criteria

**Community Leadership**

- Ensure alignment with current plans
- Enhanced Community Engagement

## Core Event Properties

**City Owned Events**

- Parks Alive
- Buskers
- Arts Alive
- Canada Day

**Special "one-of" civic projects and events**

- Kelowna Centennial Celebration, Olympic Torch Relay, 2015 Canada Winter Games Bid, 2011 ICG Winter Games

**Tourism Kelowna Role with Events**

- Destination marketing
- Event procurement/sales and connection with local host organization
- Event research
- Familiarization Tours
- Bid preparation
- Event Funding
- Collaborate with City to secure event
- Information Services

## Volunteer Support for Events

**Creation of an event-based volunteer program**

- Market volunteer opportunities
- Leverage existing community volunteer resources
- Development of an incentive and recognition program
- Training program
- Create a committed volunteer pool

Engage Kelowna Community Resource Centre regarding volunteer recruitment, retention and recognition

## Regulatory/Facilitative

**Outdoor Event Committee**

- Multi department and agency representation
- Existing event renewal
- New event application
- Consultative process with event organizers
- Regulatory requirements

**Event Evaluation and Review**

- Onsite monitoring
- Post event report

**Film Industry**

- Policy and procedures for filming requests
- Coordinate with Film Commission

## Resources

**Human Resources**

- Alignment, coordination and appropriate deployment

**Funding Programs**

- Strategic Opportunity Fund
- City Service Offset Grant
- Sport Event Development Grant
- Arts & Culture Project Grant
- Tourism Kelowna Event Fund

Re-align current funding programs:

- Base budget reallocation

**Service Focus**

- Information and Communication
- Capacity Building

# EVENTS & FESTIVALS FRAMEWORK

- ▶ Moving Forward



## EVENT SNAPSHOT

- ▶ Thunderfest (1996-99)
- ▶ Regatta (100+ years)
- ▶ BreakOut West (2010)
- ▶ Wakefest (2002- 07)
- ▶ Dragon Boat Festival (1999-2010)
- ▶ Olympic Torch Relay (2010)
- ▶ Memorial Cup (2005)
- ▶ Various BC Games
- ▶ Fat Cat Festival (Since 1997)
- ▶ Brier (1968)
- ▶ Women's World Curling (1986)
- ▶ Scotties Tournament of Hearts (1988)
- ▶ Apple Triathlon (Since 1982)
- ▶ BC Dragoons Centennial (2011)
- ▶ Center of Gravity (Since 2007)
- ▶ GranFondo (since 2011)



## EVENT SNAPSHOT

- ▶ BC Interior Jazz Festival (since 1976)
- ▶ Across the Lake Swim (since 1949)
- ▶ Scarecrow Festival (since 2007)
- ▶ Wine Festival (since 1982)
- ▶ Ski 2 Sea (since 1980)
- ▶ Rutland May Days (since 1959)
- ▶ Canadian Culinary Championships (2011-15)
- ▶ Major Midget Hockey Tourney (since 1979)
- ▶ Jack Brow Track Meet (since 1984)
- ▶ Sweetheart Ringette Tourney (since 1991)
- ▶ Canada Bowl Jr. Football (2000)
- ▶ International Tennis Federation Futures Tournament (2012)
- ▶ Step Your Game Up (since 2010)

# CHANGING EVENT LANDSCAPE



## COMPETITIVE ENVIRONMENT

- ▶ City of Saskatoon: 2013 MasterCard Memorial Cup
  - ▶ Red Deer committed \$300,000 and county added another \$150,000
- ▶ City of Winnipeg: 2014 Juno Awards Host
  - ▶ City of Victoria Bid Committee requested \$450,000
- ▶ City of Kamloops: 2014 Brier - \$50,000
  - ▶ Matched by Tourism Kamloops
- ▶ City of Kingston: 2013 Scotties - \$35,000 cash + \$65,000 in kind

## COMPETITIVE ENVIRONMENT

- ▶ City of Vernon: 2014 RBC Cup (Hockey) - \$5,000 + \$50,000 (waived facility fees)
- ▶ City of Saskatoon: 2015 ISF Sr. Men's World Softball Championships - Bid requirement of \$20,000
- ▶ Magnetic North Theatre Festival (National) - request for \$200,000 - \$250,000 hosting support
- ▶ 2014 Skate Canada International
  - ▶ TBD - \$10,000 Tourism Kelowna/City ?

## CURRENT APPROACH



- ▶ Outdoor Event Committee
- ▶ City Grants
- ▶ Tourism Kelowna
- ▶ Festivals Kelowna
- ▶ Council Supported One-of Events

## CURRENT LIMITATIONS

- ▶ Resources to be proactive in identifying and securing event opportunities
  - ▶ Reactive to event opportunities
- ▶ Coordination with Tourism Kelowna
- ▶ Support for event growth
- ▶ Capacity building with event community
- ▶ City perceived as “not event friendly”

**BEST MID-SIZED CITY IN  
NORTH AMERICA**

<b>TOURISM</b>	<b>COMMUNITY COHESION &amp; PRIDE</b>	<b>ECONOMIC DEVELOPMENT</b>	<b>CULTURAL DIVERSITY</b>	<b>COMMUNITY PROFILE IDENTITY</b>	<b>ACTIVE LIFESTYLES</b>
<b>DEVELOP AND SUPPORT A DYNAMIC EVENT COMMUNITY</b>					
<b>Strategic Direction</b>	<b>Core Event Properties</b>	<b>Volunteer Support for Events</b>	<b>Regulatory/Facilitative</b>	<b>Resources</b>	
Integrated approach to event procurement  Establish and align funding programs  Community Leadership  Alignment with Tourism Kelowna	City Owned Events  Special "one-of" projects and events	Event-based volunteer program	Outdoor Event Committee -OE Application and Approval Process  Event Evaluation and Review -capacity building  Film Industry	Human Resources  Funding Programs  Service Focus	

## OUTCOMES

- ▶ Proactive approach to attracting and supporting events
- ▶ Align City and Tourism Kelowna efforts
- ▶ Comprehensive funding program
- ▶ Volunteer support
- ▶ Film industry support





## NEXT STEPS

- ▶ 2013 Provisional Budget
- ▶ One year extension on Festival Kelowna Service Agreement
- ▶ Focused collaboration with Tourism Kelowna
- ▶ Further development of model

# EVENTS & FESTIVALS FRAMEWORK

- ▶ Moving Forward



# PROPOSED FRAMEWORK

## Strategic Direction

### Integrated approach to event procurement

- Streamline roles and responsibilities provided by City and Tourism Kelowna
- Create seamless process for event organizer
- Proactively identify and pursue event opportunities (i.e. Skate Canada Int'l, Western Canadian Music Awards)

### Establish and align funding programs

- Complimentary funding criteria

### Film Industry

- Policy and procedures for filming requests
- Film Commission

### Leadership

- Ensure alignment with current plans
- Enhanced Community Engagement

## Core Event Properties

### City Owned but currently out-sourced

- Parks Alive
- Buskers
- Arts Alive
- Canada Day

### Special "one-of" projects and events

- Olympic Torch Relay, Dragon Centennial

### Tourism Kelowna Role with Events

- Destination marketing
- Event research
- Familiarization Tours
- Event procurement and connection with local host organization
- Bid preparation
- Event Funding
- Collaborate with City to secure event
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## Volunteer Support for Events

### Creation of an event volunteer program

- Market volunteer opportunities
- Leverage existing community volunteer resources
- Development of an incentive and recognition program
- Training program
- Create a committed volunteer pool

### Engage Kelowna Community Resource Centre regarding volunteer recruitment, retention and recognition

## Regulatory/Facilitative

### Outdoor Event Application and Approval Process

- Existing event renewal
- New event application
- Consultative process with event organizers
- Regulatory requirements

### OE Committee

- Multi department and agency representation
- Risk management
- Event review and approval

### Event Evaluation and Review

- Onsite monitoring
- Post event report

## Resources

### Human Resources

- Alignment, coordination and appropriate deployment

### Funding Programs

- Strategic Opportunity Fund
- City Service Offset Grant
- Sport Event Development Grant
- Arts & Culture Project Grant

### Re-align current funding programs:

- Base budget reallocation
  - Fat Cats- \$ 16,000
  - Apple Tri- \$ 4,000

### Service Focus

- Information and Communication
- Capacity Building