



Agenda

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Regular Council Meeting
to be held at the City of Penticton, Council Chambers
171 Main Street, Penticton, B.C.
To view the live broadcast and recordings, visit www.penticton.ca

Tuesday, April 2, 2024
at 1:00 p.m.

1. **Call Regular Council Meeting to Order**
2. **Introduction of Late Items**
3. **Adoption of Agenda**
4. **Adoption of Minutes:**
 - 4.1 Minutes of the March 19, 2024 Regular Council Meeting 1-5 Adopt
5. **Consent Agenda**

Recommendation: THAT Council approve the Consent Agenda: 6-9

 1. Minutes of the March 19, 2024 Committee of the Whole Meeting; and
 2. Minutes of the March 19, 2024 Public Hearing.
6. **Staff Reports:**

Plant	6.1	Event Hosting Framework <i>Staff Recommendation: THAT Council receive into the record the report dated April 2, 2024 titled "Event Hosting Framework".</i>	10-86
Laven	6.2	Official Community Plan Amendment Bylaw No. 2024-12 Zoning Amendment Bylaw No. 2024-13 Zoning Amendment Bylaw No. 2024-14 Re: 76 Duncan Avenue East / 1402 Main Street <i>Staff Recommendation: THAT prior to consideration of "Official Community Plan Amendment Bylaw No. 2024-12", and in accordance with Section 475 of the Local Government Act, Council consider whether early and on-going consultation, in addition to the required Public Hearing, is necessary with:</i> <ol style="list-style-type: none">1. One or more persons, organizations or authorities;2. The Regional District of Okanagan Similkameen;3. Local First Nations;4. School District #67;5. The provincial or federal government and their agencies.	87-121

AND THAT it is determined that the community engagement period carried out from January 17, 2024 to February 25, 2024 is sufficient;

AND THAT Council give first reading to "Official Community Plan Amendment Bylaw No. 2024-12", a bylaw that amends Map 1: Future Land Use of Official Community Plan Bylaw No. 2019-08, by amending the future land use designation for Lot 3 District Lot 250 Similkameen Division Yale District Plan 7560, located at 76 Duncan Avenue East, from 'Infill Residential' to 'Mixed-Use'.

THAT Council give first reading to "Zoning Amendment Bylaw No. 2024-13", Lot 3 District Lot 250 Similkameen Division Yale District Plan 7560, located at 76 Duncan Avenue East, a bylaw to rezone the subject property from R1 (Large Lot Residential) to C3 (Mixed Use Commercial);

AND THAT Council forward "Official Community Plan Amendment Bylaw No. 2024-12" and "Zoning Amendment Bylaw No. 2024-13" to the April 16, 2024 Public Hearing.

AND THAT Council require a 0.9m wide road dedication along the frontage of 76 Duncan Ave E be registered with the Land Title Office prior to issuance of an Occupancy Permit for the proposed mixed-use building;

THAT Council give first reading to "Zoning Amendment Bylaw No. 2024-14", Lot 2 District Lot 250 Similkameen Division Yale District Pan 39349, located at 1402 Main St, a bylaw to rezone the subject property from C7 (Service Commercial) to C3 (Mixed Use Commercial);

AND THAT Council forward "Zoning Amendment Bylaw No. 2024-14" to the April 16, 2024 Public Hearing.

7. **Bylaws and Permits**

Collison	7.1	Official Community Plan Amendment Bylaw No. 2024-01 Zoning Amendment Bylaw No. 2024-02 Re: 460 Conklin Avenue	122-123 124-125	Adopt Adopt
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8. **Notice of Motion**

9. **Business Arising**

10. **Public Question Period**

If you would like to ask Council a question with respect to items that are on the current agenda, please visit our website at www.penticton.ca to find the telephone number or Zoom link to ask your question before the conclusion of the meeting. Use the raise hand feature and you will be given the opportunity to turn on your camera and unmute your microphone and ask Council your questions. Please note that the meeting is streaming live and recorded, access to recordings can be found on the City's website.

11. **Council Round Table**

12. **Adjourn to Closed Meeting:**

Resolution: THAT Council adjourn to a closed meeting of Council pursuant to the provisions of the Community Charter as follows: Section 90 (1)

- (e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality;*
- (k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public; and Section 90 (2)*
- (b) the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party.*

Regular Council Meeting
held at City Hall, Council Chambers
171 Main Street, Penticton, B.C.

Tuesday, March 19, 2024
at 1:00 p.m.

Present: Mayor Bloomfield
Deputy Mayor Watt
Councillor Boulton
Councillor Gilbert
Councillor Graham
Councillor Konanz
Councillor Miller

Staff: Anthony Haddad, City Manager
Angie Collison, Corporate Officer
Angela Campbell, Director of Finance & Administration
Kristen Dixon, General Manager of Infrastructure
Blake Laven, Director of Development Services
Kelsey Johnson, Director of Community Services
Paula McKinnon, Deputy Corporate Officer

1. Call to Order

The Mayor called the Regular Council Meeting to order at 1:00 p.m.

2. Introduction of Late Items

3. Adoption of Agenda

74/2024

It was MOVED and SECONDED

THAT Council adopt the agenda for the Regular Council Meeting held on March 19, 2024 as amended to include late item 8.7 UBCM Community Emergency Preparedness Fund (CEPF) Grant Opportunity.

CARRIED UNANIMOUSLY

4. Recess to Committee of the Whole

75/2024

It was MOVED and SECONDED

THAT Council recess to a Committee of the Whole meeting at 1:01p.m.

CARRIED UNANIMOUSLY

5. Reconvene the Regular Council Meeting

Council reconvened the Regular Council Meeting at 1:25 p.m.

6. Adoption of Minutes:

6.1 Minutes of the March 5, 2024 Regular Council Meeting

76/2024

It was MOVED and SECONDED

THAT Council adopt the Regular Council Meeting minutes of March 5, 2024 as presented.

CARRIED UNANIMOUSLY

7. Consent Agenda:

77/2023

It was MOVED and SECONDED

THAT Council approve the Consent Agenda:

1. March 5, 2024 Minutes of the Committee of the Whole Meeting; and
2. March 6, 2024 Minutes of the Special Parks and Recreation Advisory Committee Meeting.

CARRIED UNANIMOUSLY

8. Staff Reports:

8.1 Phase 1 – Connected Community Capital Program

78/2024

It was MOVED and SECONDED

THAT Council direct staff to refer the following shortlist of organizations from Phase 1 of the Connected Community Capital Program to Phase 2:

- Activate Penticton Society
- Penticton & District Community Arts Council
- Penticton Lawn Bowling Club (revised project scope)
- Penticton Pickleball Club
- Penticton Safety Village Society (revised project scope)
- South Okanagan Minor Baseball Association (revised project scope)

CARRIED UNANIMOUSLY

8.2 Request for Proposal – Sudbury Beach Concession
Re: 3846 Skaha Lake Road

79/2024

It was MOVED and SECONDED

THAT Council direct staff to issue the Request for Proposal to seek an operator for the use of the City building located at 3846 Skaha Lake Road (Sudbury Beach Concession), for the purpose of seeking an operator for a food concession for a three (3) or five (5) year Sub-License to Use agreement term; AND THAT Council authorize the Director of Finance and Administration and Corporate Officer to execute the Sub-License to Use agreement.

CARRIED UNANIMOUSLY

8.3 Request for Proposal – Skaha Main Concession
Re: 3701 Parkview Street

80/2024

It was MOVED and SECONDED

THAT Council direct staff to issue the Request for Proposal for the use of 3701 Parkview Street, (Skaha Main Concession) for the purpose of seeking an operator for a food concession for a three (3) to five (5) year License to Use agreement term;
AND THAT Council authorize the Director of Finance and Administration and Corporate Officer to execute the License to Use agreement.

CARRIED UNANIMOUSLY

8.4 Beach Vending Program

81/2024

It was MOVED and SECONDED

THAT Council approve the three (3) year License to Use agreement renewal of the Beach Vending Program;
AND THAT Council authorize the Director of Finance and Administration and Corporate Officer to execute the License to Use agreements.

CARRIED UNANIMOUSLY

8.5 Development Variance Permit PL2024-9753
Development Permit PL2023-9702
Re: 457 Ellis Street

82/2024

It was MOVED and SECONDED

THAT Council approve “Development Variance Permit PL2024-9753”, for Lot 2 District Lot 249 Similkameen Division Yale District Plan 9522, located at 457 Ellis Street, a permit to vary Section 6.1.5.4 of Zoning Bylaw 2023-08: Increase the maximum permitted small car spaces from 25% to 75% and;
AND THAT Council, subject to approval of “Development Variance Permit PL2024-9753”, approve “Development Permit PL2023-9702”, Lot 2 District Lot 249 Similkameen Division Yale District Plan 9522, located at 457 Ellis Street, to allow the construction of a six-storey mixed-use building on the subject property.

CARRIED UNANIMOUSLY

8.6 Zoning Amendment Bylaw No. 2024-10
Development Permit PL2023-9710
Development Permit PL2023-9711
Re: 935 Kilwinning Street

83/2024

It was MOVED and SECONDED

THAT Council give first, second and third reading to “Zoning Amendment Bylaw No. 2024-10”, for Lot 2 District Lot 249 Similkameen Division Yale District Plan 9522, located at 935 Kilwinning Street, a bylaw to rezone the property from R2 (Small Lot Residential) to RD2 (Duplex Housing: Lane);
AND THAT Council adopt “Zoning Amendment Bylaw No. 2024-10” and subject to final subdivision registration of the two lots, approve “Development Permit PL2023-9710” and “Development Permit PL2023-9711” for Lot 2 District Lot 249 Similkameen Division Yale District Plan 9522, located at 935 Kilwinning Street, permits which allows the construction of a back-to-back duplex on each lot.

CARRIED UNANIMOUSLY

84/2024 8.7 Late Item: UBCM Community Emergency Preparedness Fund (CEPF) Grant Opportunity
It was **MOVED and SECONDED**
 THAT Council support the application for grant funding from UBCM Community Preparedness Fund for a drinking water and cooling station downtown, for an estimated cost of \$200,000 with the City’s budget contribution being \$25,000;
 AND THAT if the City is successful in its application, that the 2024-2028 Financial Plan be amended accordingly.

CARRIED UNANIMOUSLY

9. Public Question Period

10. Recess to a Closed Meeting

85/2024 **It was **MOVED and SECONDED****
 THAT Council recess at 2:09 p.m. to a closed meeting of Council pursuant to the provisions of the *Community Charter* as follows: Section 90(1)
 (e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality; and
 (g) litigation or potential litigation affecting the municipality.

CARRIED UNANIMOUSLY

11. Reconvene the Regular Council Meeting following the Public Hearing at 6:00 p.m.

The Mayor reconvened the meeting at 6:07 p.m.

12. Bylaws and Permits

12.1 Council Remuneration Amendment Bylaw No. 2024-06

86/2024 **It was **MOVED and SECONDED****
 THAT Council adopt “Council Remuneration Amendment Bylaw No. 2024-06”.

CARRIED
Councillors Boulton and Miller, Opposed

12.2 Zoning Amendment Bylaw No. 2024-07
 Re: 21 Lakeshore Drive West

87/2024 **It was **MOVED and SECONDED****
 THAT Council give second and third reading to “Zoning Amendment Bylaw No. 2024-07”;
 AND THAT Council adopt “Zoning Amendment Bylaw No. 2024-07”.

CARRIED UNANIMOUSLY

12.3 Building Amendment Bylaw No. 2024-08

88/2024 **It was **MOVED and SECONDED****
 THAT Council adopt “Building Amendment Bylaw No. 2024-08”.

CARRIED
Councillor Konanz, Opposed

12.4 Fees and Charges Amendment Bylaw No. 2024-09

89/2024

It was MOVED and SECONDED

THAT Council adopt "Fees and Charges Amendment Bylaw No. 2024-09".

CARRIED
Councillors Boulton and Miller, Opposed

13. Notice of Motion

14. Business Arising

15. Public Question Period

16. Council Round Table

17. Adjournment

90/2024

It was MOVED and SECONDED

THAT Council adjourn the March 19, 2024 Regular meeting of Council at 6:23 p.m.

CARRIED UNANIMOUSLY

Certified correct:

Confirmed:

Angie Collison
Corporate Officer

Julius Bloomfield
Mayor

Committee of the Whole
held at City Hall, Council Chambers
171 Main Street, Penticton, B.C.

Tuesday, March 19, 2024
Recessed from the Regular Council Meeting at 1:00 p.m.

Present:

Mayor Bloomfield
Deputy Mayor Watt
Councillor Boulton
Councillor Gilbert
Councillor Graham
Councillor Konanz
Councillor Miller

Staff:

Anthony Haddad, City Manager
Angie Collison, Corporate Officer
Angela Campbell, Director of Finance & Administration
Kristen Dixon, General Manager of Infrastructure
Blake Laven, Director of Development Services
Kelsey Johnson, Director of Community Services
Paula McKinnon, Deputy Corporate Officer

1. **Call to order**

The Mayor called the Committee of the Whole meeting to order at 1:01 p.m.

2. **Adoption of Agenda**

It was MOVED and SECONDED

THAT the agenda for the Committee of the Whole meeting held on March 19, 2024 be adopted as presented.

CARRIED UNANIMOUSLY

3. **Delegations:**

3.1 Certification of Recognition Achievement – City of Penticton

Justin Chouhan (Via Zoom), Director of Programs and Initiatives, BC Municipal Safety Association, presented Council with a Certificate of Recognition which recognizes the City of Penticton's achievement in meeting and exceeding WorkSafeBC Regulations.

3.2 Youth Council Penticton

Sophie Robinson, Max Hammersley, Ciara Browne and Faidra Zarafoniti provided Council with a presentation on the role of the Youth Council Penticton and shared their hope for more mentorship opportunities with the City including open houses for youth to share their opinions.

3.3 Miss Penticton Program

Richelle Beaudoin and Colin Campbell provided Council with a presentation on the Miss Penticton Program and their new partnership with the Penticton Peach Festival.

3.4 Update on Penticton Academy of Music and Dramatic Arts and Invitation to Fundraising Concert

Catherine Jones, Executive Director, Penticton Academy of Music and Dramatic Arts (PAMDA), provided Council with a presentation about the PAMDA and informed Council about their fundraising concert held on March 26, 2024 titled "From Eh to Zed: Fundraising Concert" celebrating the music of Canada.

4. **Adjourn to Regular Meeting**

It was MOVED and SECONDED

THAT Council adjourn the Committee of the Whole meeting held March 19, 2024 at 1:25 p.m. and reconvene the Regular Meeting of Council.

CARRIED UNANIMOUSLY

Certified correct:

Confirmed:

Angie Collison
Corporate Officer

Julius Bloomfield
Mayor

Public Hearing
held electronically and at City Hall, Council Chambers
171 Main Street, Penticton, B.C.

Tuesday, March 19, 2024
at 6:00 p.m.

Present: Mayor Bloomfield
Deputy Mayor Watt
Councillor Boulton
Councillor Gilbert
Councillor Graham
Councillor Konanz
Councillor Miller

Staff: Anthony Haddad, City Manager
Angie Collison, Corporate Officer
Angela Campbell, Director of Finance & Administration
Kristen Dixon, General Manager of Infrastructure
Blake Laven, Director of Development Services
Kelsey Johnson, Director of Community Services

1. Call to order

Mayor Bloomfield called the public hearing to order at 6:00 p.m. for Zoning Amendment Bylaw No. 2024-07.

The Corporate Officer read the opening statement and introduced the purpose of the bylaw. She then explained that the public hearing was being held in-person and electronically to afford all persons who considered themselves affected by the proposed bylaw an opportunity to be heard before Council. She further indicated that the public hearing was advertised pursuant to the *Local Government Act*.

2. "Zoning Amendment Bylaw No. 2024-07" (21 Lakeshore Drive West)

The purpose of "Zoning Amendment Bylaw No. 2024-07" is to amend Zoning Bylaw No. 2023-08 as follows:

Add site-specific provision within the CT1 (Tourist Commercial) zone, as follows:

- "In the case of Lot A District Lots 202 and 211S Similkameen Division Yale District Plan KAP63701, located at 21 Lakeshore Drive West, office with a maximum of 250 m² shall be permitted."

The applicant is proposing to use an existing space within the Penticton Lakeside Resort as a real estate office on the subject property.

The Corporate Officer advised that one letter has been received since the printing of the agenda and distributed to Council.

DELEGATIONS

Mayor Bloomfield asked the public for the first time if anyone wished to speak to the application.

- Applicant, in attendance to answer any questions
- Lynn Kelsey, Oakville Street, question regarding 100 m notices, how many people got notice and what was included in notice?

Mayor Bloomfield asked the public for the second time if anyone wished to speak to the application.

- No one spoke.

Mayor Bloomfield asked the public for the third and final time if anyone wished to speak to the application.

- Myrna Selzler, Managing Broker, Applicant, other zoning use is retail, sees current struggle with retail right now, have better long-term use for that space that will be more attractive.
- Councillor Miller, inquired if Chamberlain realty location at city centre will remain?
- Myrna Selzler, Managing Broker, Applicant, answered that is the intention right now.

The public hearing for "Zoning Amendment Bylaw No. 2024-07" was terminated at 6:06 p.m. and no new information can be received on this matter.

Certified correct:

Confirmed:

Angie Collison
Corporate Officer

Julius Bloomfield
Mayor



Council Report

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Date: April 2, 2024
To: Anthony Haddad, City Manager
From: Jeff Plant, Sport and Event Supervisor
Subject: **Event Hosting Framework**

File No: 8100-02

Staff Recommendation

THAT Council receive into the record the report dated April 2, 2024 titled "Event Hosting Framework".

Strategic priority objective

Vibrant & Connected: The City of Penticton will support vibrant and diverse activities creating opportunities for connection in community.

Background

Penticton has a rich event hosting history that has generated significant event expertise in the community and is the foundation of a vibrant event calendar.

There are a number of organizations that hold an integral role in developing Penticton's event landscape. Key partners include:

- OVG 360
 - Responsible for attracting entertainment, sport, meetings and conventions to the South Okanagan Event Centre (SOEC) and the Penticton Trade & Convention Centre (PTCC).
- Travel Penticton
 - Responsible for marketing Penticton as a destination, supporting events through grants, promoting event visitation and connecting event visitors with tourism stakeholders.
- Meet in Penticton (Convention Bureau as part of Travel Penticton)
 - Responsible for leading Penticton's effort in the meeting and convention sector.

With an understanding of the area of responsibilities these partners focus on, the City's role in the event sector is complimentary and collaborative to the work of these partners.

The City is active in the event sector with long term hosting agreements for three major events, the Okanagan Granfondo, IRONMAN Canada (IM) and the Canadian School Sport Hockey league. In 2023, the City issued 97 event permits and led community engagement activations like the IM Entertainment Garden, Magic on Main and Frost Fest.

The purpose of this report is to inform Council on the role that the City and City staff play in event hosting and to describe the Event Hosting Framework. The identification of opportunities, securing of event rights and operational support for events create demands of staff time and resources across the organization. As such, staff have developed the Framework to provide guidance for the City's work in the event sector in accordance with Council's priorities. The Event Hosting Framework seeks to:

- Describe the scope of the City's role in event hosting;
- Expand on the work started under the 2010 Sport Tourism Strategy;
- Include a broader municipal perspective on event hosting;
- Build an understanding of the opportunity that event hosting represents;
- Recognize event opportunities beyond sport;
- Provide a rationale for investment in events; and
- Guide the curation of the City's event portfolio.

The Event Hosting Framework informs the process of identifying events that are the best fit for the community by:

- Aligning events with Council priorities;
- Complimenting the work of Meet in Penticton;
- Building a positive event hosting reputation;
- Communicating across the sport, event and tourism sectors;
- Sharing knowledge and resources;
- Building a thriving event hosting community;
- Striving for a balanced event portfolio that encourages visitation, benefits the community and promotes the region;
- Nurturing new and innovative events; and
- Measuring outcomes.

Event hosting contributes to Council's vision for Penticton as a vibrant, resilient and healthy waterfront city focused on safety, livability and vibrancy. The benefits of event hosting include:

- Economic Impact;
- Social Value;
- Destination Marketing;
- Place Making; and
- Promotion of Policy.

Pathways to Event Hosting

The pathways to event hosting in Penticton are varied and can be grouped into four themes:

- Bid for it: The City submits proposals or bids to host specific events;
- Buy it: The City may have the option to pay for event rights;
- Bring it: Home grown or organizers choose to bring their event to Penticton; and
- Build it: The City develops new events independently or in collaboration with community partners.

The City’s Role in Event Hosting

The City’s scope of work in events includes:

- Event Identification, Assessment and Bids;
- Permits and Licensing;
- Venue Management;
- Infrastructure Services;
- Financial Support;
- Inter-Agency Coordination;
- Community Engagement;
- Event Organization; and
- Promotion and Marketing.

Climate Impact

The Event Hosting Framework references ongoing work to develop an Event Sustainability Program. This program will align with the Community Climate Action Plan and will include initiatives to improve waste stream management, reduce plastic use, increase use of bicycle transit and use events as a vehicle for sustainability awareness and education.

Financial Implication

The following table shows estimated City of Penticton event funding from all sources for the next 5 years. The amounts shown include cash and in-kind amounts. The grey areas indicate funding to be determined by Council, operating budgets or through renegotiation of partnership agreements.

Obligation	2024	2025	2026	2027	2028
Municipal Special Event Grant Funding*	\$100,100	\$102,102	\$104,144	\$106,226	\$108,351
Municipal 2 Year Grant Pilot Project	\$117, 700	\$120,054	\$122,455	\$124,904	\$127,402
Civic Events**	\$109,700	\$110,000	\$120,000	\$120,000	\$120,000
IRONMAN Canada	\$410,000	\$410,000	\$410,000	\$410,000	\$410,000
Okanagan Granfondo Penticton	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
CSSHL Championships	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
BCHL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Additional Hosting/Bid Opportunities					\$55,000
TOTAL	\$987,500	\$992,156	\$1,006,599	\$1,011,130	\$1,070,753

*Not a contractual obligation. Includes Special Event Grants and Civic Partnerships; assumes current funding levels committed with a 2% annual increase.

**Not a contractual obligation. Funded through Recreation Department operating budget. Includes Canada Day, Music in the Park, Santa Parade and Frost Fest.

Analysis

Staff have distilled Council's priorities, and the opportunities and needs in the event sector into six focus areas for work in the event sector. These areas each have a set of strategic initiatives. Annual action plans with specific tactics and actions will further define the pathway to achieving each initiative. The annual action plans will be responsive to changes in the event landscape. Focus areas with examples of strategic initiatives are:

1. Fill the Calendar.

Council Priorities: Livable and Accessible, Vibrant and Connected.

- Continue with a managed portfolio approach to event hosting.
- Host events in the winter, early spring and late fall that will optimize facility use, increase destination visitation and hotel occupancy.
- Create meaningful connection with Apex Mountain Resort.

2. Balance Penticton's Event Portfolio.

Council Priorities: Safe and Resilient, Livable and Accessible, Vibrant and Connected.

- Build a diverse event portfolio.
- Increase community engagement with events.
- Create programs through Travel Penticton and other tourism stakeholders to provide incentives and benefits for friend and family travel, longer stays and increased spend.
- Balance the event workload on City departments with their capacity.

3. Refine the Event Process.

Council Priorities: Organizational Excellence, Vibrant and Connected

- Event funding.
- Minimize financial, procedural and operating impediments for organizers.
- Improve communication and cross promotion between stakeholders.
- Develop achievable and repeatable metrics to capture scope of event tourism.

4. Create Legacies.

Council Priorities: Livable and Accessible, Organizational Excellence, Vibrant and Connected.

- Contribute to enhanced community assets.
- Build the capacity and expertise of our sport, arts and festivals communities.
- Contribute to reconciliation with First Nations.

5. Champion the Environment.

Council Priorities: Livable and Accessible, Vibrant and Connected.

- Reduce the environmental impact of events.
- Raise awareness of environmental initiatives through events.
- Align events with the Penticton’s Community Climate Action Plan.
- Develop climate resiliency and ability to respond to uncertainty.

6. Build Penticton’s Brand.

Council Priorities: Livable and Accessible, Vibrant and Connected.

- Evolve Penticton’s event hosting brand.
- Build adventure sports into the Endurance Capital brand.
- Embrace beach and water events.
- Embrace technology.

Attachments

Attachment A – City of Penticton- Event Hosting Framework 2024.

Attachment B – 2010 Sport Tourism Strategy.

Respectfully submitted,

Jeff Plant
Sport and Event Supervisor

Concurrence

Director of Community Services <i>KJ</i>	Director of Finance & Administration <i>AMC</i>	City Manager <i>SBH</i>
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EVENT HOSTING FRAMEWORK 2024



City of Penticton

Event Hosting Framework

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Event Hosting Framework

1.0 Background

Penticton has a rich event hosting history that has generated significant event expertise in the community and is the foundation of a vibrant event sector.

The Sport Tourism Strategy (2010), as prepared for the Chamber of Commerce with 2010 Legacy funding, has provided guidance in the sport sector that has contributed to some success in terms of expanding visitation in shoulder seasons and maintaining Penticton's hosting identity at elite and international levels of competition.

Travel Penticton has formalized their role in the meetings and conventions space with the establishment of Meet in Penticton. The City of Penticton does not currently have a formal event strategy but the work in the sport, events and film sectors is complimentary to the work of Meet in Penticton.

2.0 Purpose of the Event Hosting Framework

The purpose of this document is to define the role that the City and City staff play in the event sector and to describe the work of City staff in strategic terms. The Hosting Framework seeks to:

- Expand on the work started under the 2010 Sport Tourism Strategy;
- Describe the scope of the City's role in event hosting;
- Include a broader municipal perspective on event hosting;
- Build an understanding of the opportunity that event hosting represents;
- Recognize event opportunities beyond sport;
- Provide a rationale for investment in events; and
- Create a framework to guide the curation of the City's event portfolio.

The Event Hosting Framework informs the process of identifying which events are the best fit for the community. Guided by the Event Hosting Framework, the City's work in events should:

- Align events with Council priorities;
- Compliment the work of Meet in Penticton;
- Build a positive event hosting reputation;
- Communicate across the sport, event and tourism sectors, sharing knowledge and resources;
- Build a thriving event hosting community;
- Strive for a balanced event portfolio that encourages visitation, benefits the community and promotes the region;
- Nurture new and innovative events; and
- Measure outcomes.

3.0 Why should Penticton Invest in Event Hosting?

Event hosting contributes to Council’s vision for Penticton as a vibrant, resilient and healthy waterfront city focused on safety, livability and vibrancy.

Events can have a wide range of positive impacts on Council’s strategic priorities:

- Organizational Excellence.
 - High performing professional organization.
- Livable and Accessible.
 - Supporting services for vulnerable populations.
- Vibrant and Connected.
 - Supporting a diverse economy.
 - Supporting access to recreational, arts and culture amenities as a key to a healthy, vibrant and connected community.
 - Support community-building partnerships.

3.1 Benefits of Event Hosting

Economic Impact

Events deliver measurable economic benefits through room nights, supporting jobs, event and visitor spending, direct tax revenue and wider economic impact (including legacy projects and infrastructure development).

Table 1. Examples of Event Economic Impact Assessments

Event	Year	Total National Impact
Okanagan Hockey Group*	2016	\$18.71m
Okanagan Granfondo	2023	\$10.9m
IRONMAN Canada	2022	\$10.1m
Canadian School Sport Hockey League (CSSHL)	2023	\$4.8m
Dragon Boat Festival	2023	\$2.3m
Peachfest*	2018	\$2.3m
BCHL All Star Weekend	2022	\$443,000

(Calculated using STEAM unless noted*).

Social Value

Events can provide benefits for individuals and the community, through skill development, cultural and sporting participation, experience, confidence building, social interaction, belonging, community pride and improved physical and mental wellbeing.

Provides opportunities for cultural representation and recognition

Destination Marketing

Events play a valuable role in building Penticton’s brand. Through a curated event calendar, events can:

- Enhance Penticton’s identity by promoting desirable brand attributes;
- Target audiences by aligning with specific events; and
- Drive destination development.

Place Making

Events contribute to Penticton as a vibrant, attractive, and memorable place that creates a sense of belonging and identity among residents and visitors. Events contribute to place making in Penticton through:

- Community identity and pride;
- Cultural expression;
- Recognition of ancestral and unceded land;
- Economic development;
- Revitalization and activation;
- Social interaction and inclusivity;
- Heritage preservation;
- Community engagement;
- Tourism and destination appeal;
- Environmental sustainability;
- Promoting public spaces; and
- Memorable experiences.

Promoting Policy Agenda

Event selection and design has the potential to highlight policy initiatives such as environmental programs, investment attraction or promoting bike transit.

4.0 Pathways to Event Hosting

The pathways to event hosting in Penticton can be as varied as the events themselves. Each organizer has unique needs and processes. These pathways are grouped into four themes:

Bid for it

The City submits proposals or bids to host specific events. This typically involves a competitive process that describes the City's ability to meet the technical requirements of the event while promoting associated benefits like market access, destination appeal or hosting experience to persuade event organizers to choose Penticton. Bidding requires significant research, planning, and financial commitments to meet the requirements of the event. Examples: BC Winter Games (Successful), Hockey Canada Rivalry Series (unsuccessful), Can-Am Police Fire Games (withdrawn).

Buy it

The City may have the option to simply pay for the right to host an event. Event organizers or governing bodies may offer hosting opportunities for a fee to secure the event without going through a competitive bidding process. Buying the rights to host an event can be a more straightforward and less resource-intensive option, but it still requires financial investment and planning to successfully execute the event. Examples: IRONMAN, CSSHL.

Bring it

Sometimes event are home grown or organizers choose to bring their event to Penticton. Reputation, venues, geography, location, climate, destination appeal and personal connection are some of the reasons that organizers approach the City with event proposals. Examples: Penticton Dragon Boat Festival, Peach Festival and the Punjabi Mela Festival.

Build it

The City has the option to develop new events independently or in collaboration with community partners, rather than pursuing bids or purchasing existing ones. This pathway also includes leveraging existing events for greater impact. This approach allows the City to create experiences that target specific objectives. Building an event requires the City to take on the Organizer's responsibilities in addition to the usual event functions. Examples: Magic on Main St and Frost Fest.

5.0 What is the City of Penticton's Role in Event Hosting?

In 2018, Laura Plant Consulting conducted an extensive study of event tourism in B.C. communities. This study has been the basis for event tourism strategies in several communities. The analysis compared communities of varying sizes, resources, and geographic location within BC, Alberta and Saskatchewan. It also compared the varying hosting strategies, including organizational structures, hosting infrastructure and granting programs. The study documented the following services as common resources that communities provided by for event hosting services:

- One-stop shop services for event organizers – with accompanying strategy to guide initiatives;
- Event hosting grants;
- Local event host coordination;
- Promoting events; maximizing the number of participants and spectators;
- Volunteer management;
- Bid preparation and support;
- Site-visit coordination and/or assistance;
- Accommodation and equipment logistics;
- Transportation logistics;
- Assisting with identifying available funding sources at the federal, provincial and local levels;
- Welcome strategy for event participants;
- Destination marketing materials (maps, promotions, etc.); and
- Calculating and communicating the economic impact of an event.

The study also identified the following best practices for event hosting communities:

- Have an Event Strategy that provides a clear vision and direction.
- Employ standardized impact measurement.
- Provide a point of contact for event organizers.
- Engage in frequent communication with stakeholders.
- Maintain a comprehensive event calendar.

Using a balanced portfolio approach to the event calendar can provide value for Penticton by considering:

- Impact: Social, economic, cultural, environmental;
- Type of event: Arts, culture, sport, entertainment, participation;
- Time of year; and
- Target Audience: Local and destination markets.

The City of Penticton plays a crucial role in the local event sector by identifying and selecting events and by offering funding, operational support, infrastructure, and coordination for a wide range of activities held within its jurisdiction. Just as the pathway to event hosting varies greatly, so does the City's

involvement from one event to another. The City of Penticton's work in the event sector can be categorized as:

Event Identification, Assessment and Bids

City staff monitor bid and hosting opportunities through National Sport Organizations (NSO), Provincial Sport Organizations (PSO) and agencies like Sport Tourism Canada. Staff also maintain relationships and network with event organizers, venues and promoters to track new opportunities. Organizers in search of a venue will also approach the City.

Staff assess the bid opportunities across a variety of parameters. The Event Evaluation Matrix (see Appendix 1) is used to evaluate grant applications and is a useful tool in providing a comparative metric for event opportunities. The matrix is weighted to reward events that meet strategic objectives.

If an event requires a bid and is a good fit for the community, staff will work with stakeholders to compile and submit the required documents. For large or complex events, completing a bid can require a significant amount of work. Event bids may be submitted years in advance of the event. Bids are competitive and are often unsuccessful.

Event Permits and Licensing

The City acts as a portal for permitting of events in public spaces. Staff provide information, review applications and issue permits and Licenses to Use for City spaces and facilities. Internal communication ensures compliance with bylaws and safety regulations.

Venue Management

Penticton manages public venues and facilities that are used for events, such as parks, parking lots, roads, sports fields, arenas and the Community Center. Staff maintain a cooperative relationship with the venue managers (OVG 360) of the South Okanagan Events Center (SOEC) and Penticton Trade and Convention Center (PTCC). Staff also liaise with other agencies as needed to access additional facilities for events (e.g. SD 67, RDOS and Okanagan College).

Infrastructure and Services

City departments provide event organizers with access to public works, electrical, waste management, equipment, transportation services, and emergency services.

Financial Support

The City provides financial support through Municipal Special Event Grants, Hosting agreements and in-kind support (see Section 7.0 Event Funding Sources).

Some events require an up-front bidding fee, which can be difficult for a non-profit organization to deposit. Bid fees are usually non-refundable but sometimes offset license fees for a successful bid. Similarly, Event Rights Holders often require the payment of a hosting or license fee. As an example, Curling Canada hosting fees range from \$5,000 for the Mixed Doubles Canadian Championship, \$400,000 for the Scotties Tournament of Hearts and \$900,000 for the Canadian Curling Trials.

Penticton does not have an established fund for bid fees. Current practice is for bidding groups to request support from council.

Relationship with the Penticton Indian Band (PIB)

The City of Penticton is located on the ancestral, unceded territory of the Syilx Okanagan People. Our Neighbour is the Penticton Indian Band and we are grateful for their partnership and friendship. Staff will work with PIB and event organizers to incorporate:

- Truth and Reconciliation Commission calls to action.
- Local protocol agreement considerations.
- Inter jurisdictional event requirements and considerations.

Coordination with Other Agencies

Staff may collaborate with other government agencies, such as Interior Health, Ministry of Transportation and Infrastructure, Rec Sites and Trails BC, and the Regional District Okanagan-Similkameen to ensure that events operate safely and in compliance with all relevant regulations. (See Section 6.0, Organizational Environment)

Event Planning Assistance

The City's event department offers assistance and guidance to event organizers throughout the planning and execution process. This can include advice on planning, logistics, permitting requirements, alternative funding opportunities and access to local resources.

Community Engagement

At times, City of Penticton communications staff facilitate community engagement for events that could potentially affect residents, businesses, and neighborhoods.

Event Promotion and Marketing

For major or City operated events, City staff collaborate with event organizers to promote and market events. This can involve using the city's official website, social media, and other communication channels to help generate awareness and attract attendees.

Event Organization

The City will occasionally take the lead in organizing an event. Recent examples include Magic on Main Street and Frost Fest.

6.0 Organizational Environment

The event landscape is complex. Most events engage with agencies other than the City of Penticton.

Figure 1. Event Organizational Environment

Scope of Remit		Organization Type			
		Government	Tourism	Sport, Art & Culture	Economic Development
National	Penticton Indian Band	Department of Canadian Heritage	Sport Canada	Canadian Olympic Committee	Nationally Registered Societies
		National Sport Organizations	Destination Canada	Pacific Economic Development Canada	Other Federal Ministries
Provincial	Penticton Indian Band	Ministry of Tourism, Art, Culture and Sport	Ministry of Jobs, Economic Recovery and Innovation	viaSport	Provincially Registered Societies
		Provincial Sport Organizations	Creative BC	Destination BC	Indigenous Tourism BC
		Trade and Invest BC	Other Provincial Ministries		
Local	Penticton Indian Band	City of Penticton	RDOS	Local Private Event Organizers	SD#67/ Private Schools/ Okanagan College
		Franchises and Teams	Facilities and Venues	Travel Penticton	Clubs and Associations
		PTCC/ SOEC/ Lakeside Resort	Community Organizations	Thompson Okanagan Tourism Association	

At times City event staff will work directly with other agencies or help organizers to make connections. Some of the stakeholders in the local event sector include:

Travel Penticton / Meet in Penticton (MIP)

Travel Penticton is a membership driven Destination Marketing Organization (DMO) representing local tourism stakeholders. The purpose of Travel Penticton is to support and market the tourism destination of Penticton in a sustainable manner that strengthens the local economy and enriches the quality of life.

Travel Penticton looks to increase regional, provincial, national and international visitor awareness of Penticton and area. Travel Penticton is charged with the responsibility to put ‘heads on beds’, promoting longer stays and more frequent visitation which result in increased tourism revenue. Travel Penticton provides marketing grants and marketing services to events.

Meet in Penticton, as a part of Travel Penticton, acts as a Convention and Visitor Bureau and represents Penticton in the meeting and convention space. MIP works in cooperation with the City of Penticton’s Sport and Event Supervisor.

Penticton Indian Band

PIB represents one of the seven communities of the Okanagan Nation Alliance and administers significant lands in the South Okanagan. The community organizes a variety of cultural and sporting events like Pow Wow and the All Native Basketball Tournament. First Nations engage with events at National, Provincial and Local levels.

Downtown Penticton Business Improvement Association (DPBIA)

The DPBIA is a member supported association representing the interests of business in downtown Penticton. DPBIA operates the Penticton Community Market and contracts with the City of Penticton to host civic events.

Oak Valley Group (OVG 360)

OVG360 is contracted by the City of Penticton to operate the South Okanagan Event Center and Penticton Trade and Convention Center. The SOEC Advisory Board provides oversight on bookings.

Regional District Okanagan-Similkameen (RDOS)

The RDOS is responsible for municipal services in communities surrounding Penticton. Maintains parks, sports fields and beaches in West Bench, OK Falls, Kaleden, Apex, Naramata and the Similkameen. The RDOS is a potential partner on larger events.

School District #67 (SD67)

SD67 administers schools in Penticton and Summerland. Sport groups and event organizers frequently use school fields and gymnasiums. The City of Penticton has a user agreement with SD67 regarding community use of school facilities.

Minor Sport

Most youth sport is in the not for profit sector and is run by volunteer administrators and coaches. Clubs are financed by registration, municipal and provincial grants (e.g. Gaming, Via-Sport, Hosting).

Festival Societies

Non-profit groups frequently use public spaces for social and fundraising events. Many of Penticton's festivals and events are organized by not for profit societies.

Commercial Organizations

A number of commercial arts and sports businesses operate in Penticton. These businesses provide valuable opportunities for participation, training and host events that drive visitation. Examples include dance studios, the Okanagan Hockey Group, Penticton Speedway and Lake City Basketball.

National Sport Organizations (NSO)

The national governing bodies for sport are responsible for national policy, administration of national teams, national and regional championships and international competition. There are over 100 sport governing bodies recognized by Sport Canada, and over 100 more sports with international federations.

Provincial Sport Organizations (PSO)

The Provincial governing bodies for organized sport are responsible for provincial teams, provincial championships and sanctioning of club level events.

Multi-sport Games

Organizing bodies for multi-sport games:

- Canada Games Council.
- BC Games Society.
- BC Seniors Games Society.

Event Rights Holders

Individuals, organizations, or entities that own or control the rights to organize, promote, and manage specific events, usually on an exclusive basis. These rights holders play a crucial role in shaping the event landscape by securing the necessary permissions, licenses, and agreements to stage events and often have a significant influence on event planning, execution, and monetization.

School Sport

School sport operates independently from the City and is, anecdotally, a significant driver of off peak visitation. Attendance at school tournaments is not tracked. SD67 Schools regularly host tournaments in volleyball, basketball and soccer.

Private Organizers

Individuals and private companies frequently book events in Penticton's public spaces. These events are typically small weddings or other celebrations.

7.0 Event Funding Sources

Event funding in BC is often a collaborative effort that involves multiple stakeholders, including government agencies, corporate sponsors, local businesses, and revenue generated by the event. The availability and allocation of funding varies depending on the type and scale of the event, its purpose, and economic and social impacts. The main sources of event funding for events in Penticton are:

Municipal Grants

The purpose of the City of Penticton's Municipal Special Event Policy (CP#2023-07) is to provide financial assistance for non-profit community based organizations to offer meaningful events that contribute to the community's economic health and social vibrancy. (See Appendix 5, City of Penticton Event Funding)

Municipal Hosting Agreements

The City can make partnership agreements with organizers who do not qualify for Special Event Grants.

Provincial Event Funding Programs

The provincial government offers a variety of funding opportunities through a number of ministries and agencies:

- Tourism Events Program - managed by the Ministry of Tourism, Arts, Culture and Sport, it is available for sporting, arts and culture events that stimulate tourism.
- BC Fairs, Festivals and Events Fund.
- Destination Development Fund.
- Cultural and Arts Grants: BC Arts Fund, BC Arts Council, Creative BC, supports performances, business development, venue upgrades and marketing for musicians and venues in BC.
- viaSport Hosting BC Grants - provides funding for not-for-profits hosting sporting events in British Columbia.

Travel Penticton Grants

Travel Penticton leverages marketing funds collected from the Municipal and Regional District Tax (MRDT) to maximize the potential of festival and event organizers to increase visitation and over-night stays and contribute to the economic growth of the local tourism industry in Penticton and area.

Federal Government

- Heritage Canada: funding in support of national celebrations, commemorative events and anniversaries.
- The Hosting Program: assists sport organizations to host the Canada Games and international sport events in Canada.

Non-Profit Organizations (NPO)

NPO's may offer grants to events that align with their mission and goals, e.g. South Okanagan Community Foundation - Neighbourhood Grants.

Community Partnerships

Collaborations with local businesses, community organizations, and non-profits can result in shared funding or in-kind support for various aspects of an event, such as venue rental, equipment, or volunteer assistance.

Corporate Sponsorships

Local businesses, national corporations, and international companies provide financial support in exchange for branding opportunities, advertising exposure, and other benefits associated with event sponsorship.

Revenue Sharing

Some events may enter into revenue-sharing agreements with vendors, exhibitors, or participants, where a portion of the proceeds generated by these entities contributes to the overall event budget.

In-Kind Contributions

In addition to financial support, events may receive in-kind contributions, such as venue rentals, equipment, or services, which reduce the event's overall costs.

8.0 Event Landscape

The event sector is diverse and can be categorized in several ways, including the type of events, their purpose, size, and industry focus. Understanding the scope of the event sector is important in building the City's event calendar. Examples of event sector categories:

1. Type of Events:

- Sports Events: sporting competitions, championships, and tournaments.
- Cultural Events: festivals, art exhibitions, and cultural celebrations.
- Created Events: custom designed to serve a specific purpose.
- Corporate Events: conferences, meetings, product launches, and trade shows.
- Entertainment Events: concerts, theater productions, and film premieres.
- Social Events: weddings, birthdays, anniversaries, and parties.
- Educational Events: workshops, seminars, and academic conferences.
- Charity and Fundraising Events: galas, charity runs, and benefit concerts.
- Experiential Events: pop-up stores, brand activations, and immersive experiences.
- Community Events: parades, street fairs, and neighbourhood gatherings.
- Religious and Spiritual Events: religious ceremonies, gatherings and retreats.

2. Purpose of Events:

- Recreational Events: leisure and entertainment.
- Participation Events: designed for the event participants.
- Spectator Events: created to entertain spectators.
- Educational and Knowledge-Based Events: imparting information and skills.
- Cultural and Artistic Events: Truth and Reconciliation, cultural heritage and artistic expression.
- Business and Professional Events: networking, learning, and collaboration.
- Social and Personal Events: celebrations and social connections.
- Fundraising and Philanthropic Events: fundraising for charitable causes.
- Promotional and Marketing Events: products, services, and brands.
- Religious and Spiritual Events.
- Community Building Events: community engagement.

3. Event Size

- Major International Events – Single or multi-sport.
- Small International Events.
- National/ Provincial Events.
- Intra-Provincial/ Open Events.
- Local Events.

4. Industry Focus:

- Sports and Recreation Events: athletic competitions and physical activities.
- Arts and Entertainment Events: performing arts, music, film, and entertainment.
- Business and Trade Events: industry-specific trade shows, conferences, and exhibitions.
- Hospitality and Tourism Events: destinations, hotels, and tourism products.
- Technology and Innovation Events: technological advancements and innovations.
- Healthcare and Medical Events: conferences, exhibitions, and healthcare-related gatherings.
- Environmental and Sustainability Events: sustainability, and environmental conservation.
- Fashion and Design Events: fashion and design industries.
- Food and Beverage Events: culinary arts, food festivals, and wine tastings.
- Education and Academic Events: education, research, and knowledge sharing.

5. Timing and Frequency:

- One-Time Events: standalone occurrences, often for special occasions.
- Single day or multi day.
- Recurring Events: regularly scheduled –weekly, annually, seasonally, etc.
- Ad Hoc Events: hosted spontaneously, without a fixed schedule.

6. Ownership and Control:

- Public Events: Organized and funded by the City of Penticton or other Government agency.
- Private Events: private individuals, companies, or organizations.
- Non-profit and Charity Events: charitable or non-profit organizations.

Categorizing the event sector in these various ways helps to clarify the diverse nature of events and their potential impact on Penticton.

9.0 Penticton's Current Event Hosting

1. Sporting Events (Spectator)

- IRONMAN Canada.
- Penticton Vees.
- Canucks Young Stars.

2. Outdoor Adventure Events

- Okanagan Granfondo.
- Expedition Canada.
- BC Bike Race

3. Cultural Festivals

- Pow Wow.
- Ignite the Arts.
- Peach Festival.
- Penticton Elvis Festival.
- Ha Ha Ha Kidzfest.
- Peach City Beach Cruise.
- Scottish Festival.
- Pentastic Jazzfest.

4. Culinary Events

- Okanagan Wine Festivals.
- Penticton Farmer's Market.
- Okanagan Fest of Ale.

5. Community Celebrations

- Canada Day.
- Family Day.

6. Sports Competitions and Tournaments

- Dragon Boat Festival.
- CSSHL.
- Peach Classic Triathlon.
- Bridge Tournament.
- Golf, hockey, slo-pitch, soccer, lacrosse, basketball, volleyball games and tournaments.

7. Charity and Fundraising Events

- Charity Runs and Walks: Alzheimer's Society, South Okanagan Women in Need Society.
- CMHA Pickleball Tournament.

8. Seasonal Events:

- Magic on Main Street.
- Frost Fest.

9. Film Screenings and Cultural Presentations

- Snakebite Film Festival.
- Adventure Film Festival.

10. Educational and Professional Events (Meet in Penticton)

Conferences and Conventions hosted at the Penticton Trade and Convention Centre, South Okanagan Events Center, Penticton Lakeside Resort or other meeting facilities in Penticton.

In addition to the events listed above the community hosts a wide variety of school sport, community sport events and private events.

9.1 Hosting Reputation

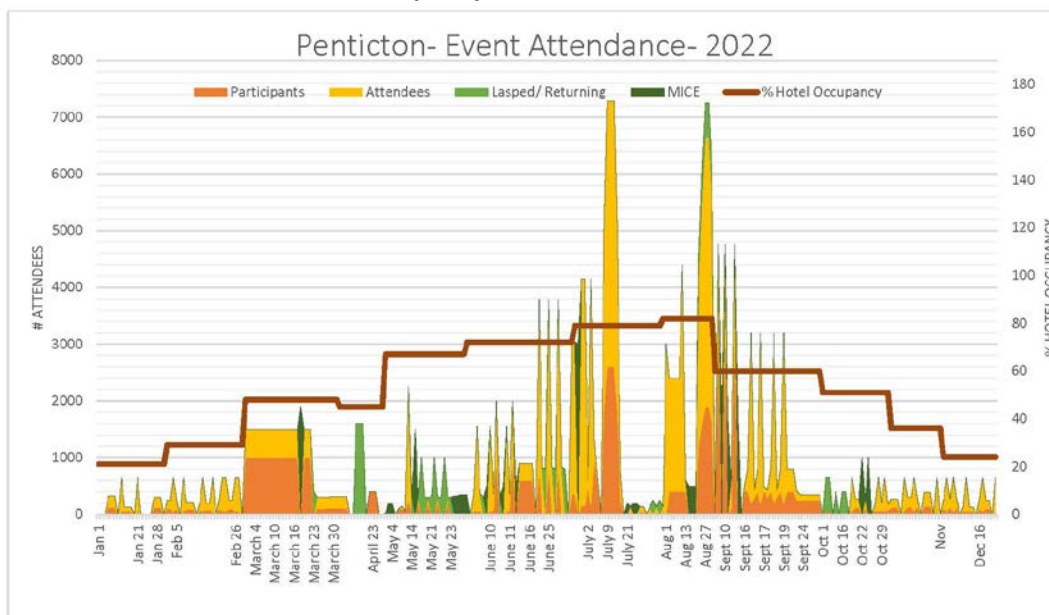
Since the early days of Peachfest and the inception of IRONMAN Canada, Penticton has had a strong reputation for event hosting. Regular hosting of international and elite level sport events has helped to maintain Penticton’s status as an attractive host community. Recent high-level events include:

- IRONMAN Canada (2022-present);
- ITU Multisport World Championships (2017);
- Okanagan Granfondo Penticton (2011-present);
- Scotties Tournament of Hearts (2018);
- Canucks Young Stars Classic (2010-present);
- BC Winter Games (2016); and
- World Junior A Challenge (2010).

9.2 Seasonality

Penticton hosts a variety of events that skew heavily to the summer months. Since 2010, there have been significant gains in shoulder season events. The event season now stretches from May to September. With the exception of the CSSHL tournament in March, October to April remain as slow event months.

Figure 2. Event Attendance Vs Hotel Occupancy



9.3 Covid-19

The City's event hosting has largely recovered from the Covid-19 pandemic. While some events did not survive the pandemic and others are slow to return to normal operations, most have returned to pre-pandemic levels.

The pandemic forced the event sector to make a number of operational and technological changes. Many of those changes have been adopted permanently. Post pandemic areas of opportunity in the events sector include:

- Cultural events, built on the authentic culture of their hosts;
- Owned events give hosts control over their development;
- Unique experiences are critical to driving visitation;
- Greater consideration for equality, diversity and inclusion e.g. women's sport events, integrated First Nations culture heritage and language;
- Commercial rights holders provide the potential to build long-term relationships that work for host and rights holder over a longer period and can be more flexible than Sport Organizations;
- Long-term partnership with rights holders (IRONMAN & Okanagan Granfondo);
- Increased interest in participation events due to their potential for community engagement and vibrancy as well as attracting tourists for longer stays to compete and travel; and
- Adventure sports are becoming more mainstream.

10.0 2010 Sport Tourism Strategy

The 2010 Sport Tourism Strategy was prepared in consultation with a broad stakeholder group on behalf Penticton and Wine Country Tourism. The strategy focused on sport and assumed that Penticton would establish an independent Sport Tourism Body.

Many of the geographic and facility factors that shaped the 2010 strategy remain true in 2023. With an update on sport specific opportunities, many of the objectives and tactics are still relevant. The Hosting Framework seeks to include a broad view of events that is inclusive of art, cultural and community events and recognizes other values, beyond economic factors, that align with Council's priorities.

The following are excerpts from the 2010 Sport Tourism Strategy with an update on current conditions.

10.1 2010 Sport Tourism Strategy: Quantifiable Objectives

The quantifiable results that Penticton's sport tourism plan expects to achieve are identified for the five-year period of the sport tourism plan – from 2011 to 2015. Objectives should be realistic, achievable, yet challenging, with a timeframe and are measurable.

Penticton will host at least six to seven regional sporting events, seven to eight provincial sporting events, and seven to eight national and international sporting events in 2011, increasing the number of provincial, national, and international sporting events by one each year from 2012 to 2015. The intention is to host more national and international sporting events over time.

Update: *The number of events hosted at each level fluctuates from year to year. While Penticton maintains an impressive international hosting resume, the target for national and international events was not achieved.*

Penticton will generate xx incremental room nights from sport tourism in 2011, increasing 5% each year from 2012 to 2015.

Update: *This number was not established or tracked.*

10.2 2010 Sport Tourism Strategy: Organizational Structure

Based on limited budgets, and knowing that the set-up of a standalone organization will require more resources than establishing the sport tourism body as part of an existing organization, Penticton's sport tourism organization will start as a department of Penticton & Wine Country Tourism, with a sport tourism advisory committee. After a few years, if more funding becomes available, the sport tourism organization could transition to a standalone organization.

Update: *Not currently under consideration.*

10.3 2010 Sport Tourism Strategy: Focus of Effort for Sport Tourism

Short Term: In the short term, Penticton should be pursuing regional to international events that its existing sporting facilities can currently host (with some upgrades as identified). Also, the current or potential capacity of the existing sport organizations needs to be considered as these sport organizations have the contacts with provincial and national sport organizations, provide the technical expertise, and have many of the volunteers to run a successful sporting event. Taking this into account, as well as the competitiveness of Penticton's facilities compared to other potential competing jurisdictions, following is a long list of potential sporting events that Penticton should be able to pursue.

- i. International championships such as World Championships and World Cups in athletics – XC, goalball, outrigger canoe, ringette, tennis (SOEC), triathlon, volleyball – sit, waterski and wakeboard, wheelchair basketball & wheelchair rugby
- ii. Regular international tournaments in alpine ski, athletics – marathon, athletics – track, cycling – road, dragon boat, freestyle ski, hiking/back country touring/skiing, Lifesaving Society, multi-sport
- iii. ATV, orienteering, rock climbing, speed skating, volleyball and the sports listed in point i.
- iv. National championships in ATV, basketball, bowls – lawn, bowls – carpet, boxing, cerebral palsy sports, cycling – BMX, cycling – mountain bike, dirt biking, hockey, hockey – ball, lacrosse – box, team handball, wheelchair tennis and the sports listed in points i and ii.
- v. Regular national tournaments such as cross country skiing, figure skating, mixed martial arts, pole walking, rodeo, snowboard, swimming, tennis, yachting, yachting – windsurf and the sports listed in points i, ii and iii.
- vi. Provincial championships such as curling, dodge ball and lacrosse – field, soccer
- vii. Provincial tournaments in flat-water canoe, golf, scuba diving, snorkeling, ultimate and water polo.
- viii. Regional championships in football, sport parachute and synchro swimming.
- ix. Regional tournaments in archery, athletics – track, badminton, baseball, diving – springboard, gymnastics – artistic, gymnastics – rhythmic, pickleball, rugby, skateboard, softball, softball – fast pitch/slow pitch, special O.

Update: *Penticton continues to seek events that are a good fit for available facilities and within the hosting capabilities of the hosting community. A number of the sports listed in 2010 do not currently have a viable sport hosting community in Penticton.*

10.4 2010 Sport Tourism Strategy: Strengths and Weaknesses

Penticton's primary sport tourism strengths and opportunities fall into six key areas:

Outdoor aerobic sports: building from strength - Penticton has a tremendous asset in IRONMAN Canada and Penticton's reputation for outdoor aerobic activities is second to none in Canada. This position can be built upon by supporting local clubs and organizations to run a 3-season selection of training camps and events in cycling, swimming and athletics. Athletes in these sports require extensive, frequent and high-volumes of training. Due to the weather in the south Okanagan, Penticton is an attractive location to host regular training camps to meet these athletes' requirements.

Update: *Penticton has developed a number of endurance sport coaching businesses that attract visitation. Additionally, Penticton has become an annual training destination for many cycling and triathlon clubs.*

Snow sports: building from strength – Penticton should continue to work with Apex and Nickel Plate to build the resorts' capacities to attract national and international level events. This would entail developing year-round activities in order to bring a range of summer events such as downhill mountain bike BC Cup, Canada Cup and eventually World Cups at Apex and mass participation mountain bike rides at Nickel Plate over to Apex. Winter events would continue to support Freestyle events at all levels, along with alpine and cross country ski events.

Update: *Apex continues to host regional, provincial and national level events in Freestyle and Alpine disciplines and is known for early season training opportunities. The resort is not currently involved in summer operations.*

Life sports: opportunity to build a new strength – Given that Penticton is a retirement haven, life sports such as tennis, golf, lawn bowls, carpet bowls and pole walking have potential. With development of facilities and organizational capacity, life sports could develop into a strength for the community. This theme may be long-term as facility investment for those sports is required to develop major event capacity.

Update: *This remains true. With facility development, pickleball stands out as a hosting opportunity.*

On-water sports: opportunity to build an emerging strength – Skaha and Okanagan Lakes are incredible assets to Penticton's ability to host events. While Penticton has a tradition as a festival host, this strength can be diversified to support a greater variety of water-craft sports. Waterskiing, wakeboard and dragon boats have emerged as popular events that build on the traditions of yachting and rowing. All could be further developed with advancements in facilities and organizational support. This could result in Penticton being a destination location for training and competition for water-craft sports.

Update: *Penticton's water lakes (and beaches) are an underutilized event hosting asset. Due to the size open shape of the lakes, they are subject to wind and rough conditions that are a challenge for smooth water sports like waterskiing, wake boarding and rowing. The development of paddle sports like outrigger canoes, surf ski and stand up paddleboards, along with the relatively new sport of coastal rowing represent significant opportunities.*

Ice sports: maintaining a strength – Due to the venerable Okanagan Hockey School and strong curling club, Penticton is recognized as an attractive event host in ice sports. Opportunity exists in hosting high-level ringette, broomball and curling events. With the South Okanagan Events Centre, feature events such as Junior A Canadian Championships, BC Figure Skating Championships, World Ringette and World Broomball Championships could be hosted. However, the limited number of ice sheets in Penticton compromises development of large participation based tournaments.

Update: *Status Quo*

Field and gymnasium sports: maintaining a strength – Currently there are a variety of sports that host good quality events on the fields and in the gyms of Penticton. There should be continued support for these events. However, the lack of facilities with multiple fields or gymnasiums restricts Penticton’s ability to host large events in these sports.

Update: *Penticton has willing and influential communities in sports like basketball and volleyball. With suitable facilities, these groups have the potential to host large, high level tournaments. Gymnasium sports are a perfect fit for shoulder and winter seasons.*

Long Term: The long-term focus of effort will be partially determined by any major upgrades or new sporting facilities and partially determined by Penticton’s success in some of the sporting events identified above. The intent is that Penticton will increase the number and size of national and international level sporting events to grow as a sport tourism community. At the same time, Penticton recognizes the need to continue to host regional and provincial level sporting events such that it continues to develop its organizational capacity in the sports for which Penticton has strengths.

Update: *Status Quo*

10.5 2010 Sport Tourism Strategy: Tactics

The product development, market development, and research and evaluation tactics that the sport organization will implement to achieve its objectives follow.

Table 2. 2010 Sport Tourism Tactics & 2023 Status.

2010 Sport Tourism Strategy - Tactics	2023 Status
Create Penticton’s sport tourism organization.	Incomplete. Event roles are shared between MIP and the City.
Implement a simple system for local sport organizations to use to approach accommodation properties for commissions for sporting events.	Travel Penticton assists organizers with accommodators as needed.
Budget permitting, or over the longer term, implement hosting grants for local sport organizations.	City of Penticton. See section 6.0.
Build a list of key influencers in the Penticton sport tourism community.	City of Penticton. Successful/ Ongoing.
Implement ongoing communication and relationship building for local sport organizations, municipal council and staff, SD67, tourism businesses, and key influencers related to sport tourism.	City of Penticton. Successful/ Ongoing.
Meet with the City of Penticton, RDOS and Ministry of Highways to review requirements for infrastructure and other improvements related to priority sport tourism opportunities.	City of Penticton. As needed.
Reach out to local sport organizations about sport tourism.	Successful/ Ongoing.
Consider establishing a Penticton sport council.	Incomplete. Worth considerations.
Develop online resources for sport tourism.	Complete/ Ongoing.
Develop and implement event hosting seminars for local sport organizations.	Started in 2023/ Ongoing.
Ensure sport tourism and event hosting needs are represented in planning processes for the building or upgrading of sport and recreational facilities.	Ongoing.
Keep common information required for bids up to date.	Ongoing.
Build and research the list of potential sporting events for which Penticton can bid, beginning with the events identified by the working group as areas of opportunity.	Complete/ Ongoing. See Appendix 4.
Build/maintain positive relationships with event rights holders.	Successful/ Ongoing
Support the preparation of bids for selected sporting events.	City of Penticton/ as needed.
After winning a bid, assist the event organizers with the business aspects of planning the event.	As needed
Assist event organizers in maximizing the tourism benefits of the planned sporting events.	Need plug and play programs for organizers.
Work with other Okanagan communities to identify joint sport event hosting opportunities.	Relationships established/ Situational.
Track organization capacity of Penticton’s sport clubs.	Facilities- complete. Admin capacity- Varies.
Track each type of sporting event taking place in Penticton.	Currently track type, dates and locations. Participation/ visitor data lacking. School sport not tracked.
Track number of and success of each bid	Yes
Work with accommodation properties to track number of room nights resulting from sport tourism.	Travel Penticton track room nights. Do not have capacity to attribute rooms to event tourism except by comparison. See Figure 2
Calculate the impact of major sporting events.	STEAM is used to create EI estimates for targeted events.

11.0 Strengths, Weaknesses, Opportunities & Challenges

The following is a current assessment of the community's strengths, weaknesses, opportunities and threats in the event hosting space. Understanding how to leverage or mitigate these characteristics informs a strategic approach event hosting.

Strengths

- Scenic natural setting, both for destination appeal and as an event venue.
- Outdoor recreation opportunities. Mountains, lakes, beaches, backcountry.
- Existing infrastructure.
- Local expertise.
- Local support and community engagement.
- Wine and culinary scene.

Weaknesses

- Limited accommodation capacity at peak events.
- Seasonal variability. Calendar skews to summer months.
- Hosting facilities. Many sport venues are not suited to event hosting (single courts, seating).
- Transportation accessibility. Lack of air service and limited markets limits hosting opportunities.
- Competition from nearby cities e.g. Kelowna and Kamloops.

Opportunities

- Strength of existing events. Add arts, cultural and community engagement elements. Leverage visitation with tourism stakeholders to promote longer stay and increased travel party size.
- Diversification of events: Expanding the variety of events hosted, including adventure sports, arts and cultural festivals. Increase event tourism by tapping into different market segments.
- Collaboration with local wineries, breweries, restaurants, and tourism-related businesses can enhance the event experience and provide additional support for event funding and logistics.
- Embracing sustainability practices and eco-friendly event hosting.
- Meaningful engagement between event organizers and First Nations. Incorporate recommendations of the Truth and Reconciliation Commission, United Nations Declaration of the Rights of Indigenous Peoples, local protocols and Indigenous learning into events

Low Cost Opportunities with Current Facilities:

- Add or create an outdoor late summer/ fall music festival.
- Build on the success of Pow Wow.
- Establish a South Asian festival.
- Seek provincial championships in various school sports.
- Basketball and volleyball. Coordinate facilities to enable hosting of large tournaments.
- Martial arts are a fit for the PTCC. Taekwondo, karate, judo, wrestling Brazilian jiu-jitsu.
- Running events. Canada Running Series.
- Beach sports festival. Volleyball, coastal rowing, soccer, rugby.
- New sports. Pickleball and Roundnet (Spike Ball).
- Soccer. Work with Pinnacles to bring back May tournament.
- Traditional sport spin offs. 3x3 outdoor basketball tournament, 3x3 outdoor hockey.
- Created events. Fire Fit, Frost Fest.

Moderate Cost Opportunities/ Facility Upgrades.

- Pickleball courts- Hosting opportunities include Provincial, Western Canadian (20 courts) and National Championships (40 courts).
- Expand beach volleyball. Host provincial, national and international events.
- Work with SD67 to improve the conditions at more softball and baseball fields.
- Purchase flexible/ portable basketball floor for PTCC/ Sportsplex.

High Cost/ New Facilities.

- Northern Gateway- Ice sheets/ multi-purpose floors.
- New gym space. Multiple courts under one roof.
- Indoor sport climbing facility.

Challenges

- Economic uncertainty and rising costs can lead to reduced event budgets, attendance and sponsorships.
- Natural disasters. Climate related wildfires, smoke, floods, and extreme weather events, are more frequently disrupting events and eroding confidence.
- Competing destinations: Penticton faces competition from other destinations in British Columbia and neighboring provinces for event hosting opportunities, requiring strategic marketing and differentiation efforts. E.g., Kamloops is promoted as the Tournament Capital.
- Regulatory challenges: Changes in local or provincial regulations related to event hosting, permitting, or health and safety measures can increase workload and expenses for event organizers.
- Aging event organizers.
- Facility availability.
- Frequency of event road closures.
- Significant displacement of community groups during events (hockey, Community Center, Kings Park).
- Hockey is heavy user of available ice surfaces.
 - Community hockey playoffs displaced by CSSHL.
 - Limited capacity for other opportunities like National Aboriginal Hockey Championships, National U18 Girls Championships, major curling.
- Facility quality/ not to specification for higher level events, e.g. softball, athletics track, BMX.
- Facility design. Dispersed venues, low capacity, single fields/ courts. Not designed for hosting.
- Local organizing capacity. Many clubs already stretched to operate without hosting events.
- Funding - Needs outweigh available funds.
- Organizational complexity.
- Role of City and other partners (e.g. need for an organizing committee on City led bids).
- Understanding the scope of the event tourism segment.
- Collecting event data - Lack of complete data creates challenges in funding, stakeholder coordination and prioritization.

12.0 Focus Areas for Event Hosting

Staff have distilled their event focus of their work into six areas that support and align with Council Priorities. These priorities each have a set of strategic initiatives. An annual action plan will further define those initiatives with tactics to achieve each priority and the actions required to execute the plan. The focus areas with examples of strategic initiatives are:

1. Fill the Calendar.

Council Priorities: Livable and Accessible, Vibrant and Connected.

- Continue with a managed portfolio approach to event hosting.
- Host events in the winter, early spring and late fall that will optimize facility use, increase destination visitation and hotel occupancy.
- Create meaningful connection with Apex Mountain Resort.

2. Balance Penticton's Event Portfolio.

Council Priorities: Safe and Resilient, Livable and Accessible, Vibrant and Connected.

- Build a diverse event portfolio.
- Increase community engagement with events.
- Create programs through Travel Penticton and other tourism stakeholders to provide incentives and benefits for friend and family travel, longer stays and increased spend.
- Balance the event workload on City departments with their capacity.

3. Refine the Event Process.

Council Priorities: Organizational Excellence, Vibrant and Connected

- Event funding.
- Minimize financial, procedural and operating impediments for organizers.
- Improve communication and cross promotion between stakeholders.
- Develop achievable and repeatable metrics to capture scope of event tourism.

Strategic Priority 4. Create Legacies.

Council Priorities: Livable and Accessible, Organizational Excellence, Vibrant and Connected.

- Contribute to enhanced community assets.
- Build the capacity and expertise of our sport, arts and festivals communities.
- Contribute to reconciliation with First Nations.

5. Champion the Environment.

Council Priorities: Livable and Accessible, Vibrant and Connected.

- Reduce the environmental impact of events.
- Raise awareness of environmental initiatives through events.
- Align events with the Penticton's Community Climate Action Plan.
- Develop climate resiliency and ability to respond to uncertainty.

6. Build Penticton's Brand.

Council Priorities: Livable and Accessible, Vibrant and Connected.

- Evolve Penticton's event hosting brand.
- Build adventure sports into the Endurance Capital brand.
- Embrace beach and water events.
- Embrace technology.

Appendix 1. Sport Venues in Penticton

Penticton Arenas/ Pools/ Theatres
Adidas Sportsplex
McLaren Park Arena
Memorial Arena
Penticton Trade and Convention Centre
Penticton Community Centre
South Okanagan Events Centre
Clubs/ Private Sector- Penticton
Okanagan Hockey Group
Penticton BMX Track
Penticton Curling Club
Penticton Golf and Country Club
Penticton Speedway
Penticton Yacht & Tennis Club
Penticton Tennis Club
Okanagan College
Parks- Penticton
Columbia Park
Kings Park
Kiwanis Park
Lakawana Park
Lion's Park
McLaren Park
McNicoll Park
Okanagan Lake Beach
Penticton Youth Park
Skaha East
Skaha Lake Beach
Skaha Lake Park
Sudbury Beach
School District 67
Carmi Elementary School
Columbia Elementary School
KVR Middle school
Parkway Elementary School
Penticton Secondary School
Princess Margaret Secondary School
Skaha Lake Middle School
Queens Park Elementary
Uplands Elementary School
Wiltse Elementary School
Recreation Areas- Penticton
Skaha Bluffs Rock Climbing
3 Blind Mice
Riverside Skate Park

Appendix 2. Sport Venues in Summerland and RDOS.

Regional District Okanagan Similkameen
Keogan Sports Field- OK Falls
Mariposa Park (West Bench)
RDOS- Clubs/ Private Sector
Apex Mountain Resort
Nickel Plate Nordic Centre
Twin Lakes Golf Course
St Andrews by the Lake
District of Summerland
Dale Meadows Sports Complex
Powell Beach Park
Summerland Arena
Summerland Aquatic Centre
Summerland Curling Club
Summerland Rodeo Grounds
Summerland Golf and Country Club
Conkle Mountain
Clubs/ Private Sector- Summerland
Lakeshore Racquet Centre
School District 67- Summerland
Summerland Middle School
Summerland Secondary School
Clubs/ Private Sector- Summerland
Summerland Badminton Club
South Okanagan Sailing Association
Unisus School

Appendix 3. City of Penticton Event Funding

The following table shows estimated City of Penticton event funding from all sources for the next 5 years. The amounts shown include cash and in-kind amounts. The grey areas indicate funding to be determined by Council, operating budgets or through renegotiation of partnership agreements.

Obligation	2024	2025	2026	2027	2028
Municipal Special Event Grant Funding*	\$100,100	\$102,102	\$104,144	\$106,226	\$108,351
Municipal 2 Year Grant Pilot Project	\$117,700	\$120,054	\$122,455	\$124,904	\$127,402
Civic Events**	\$109,700	\$110,000	\$120,000	\$120,000	\$120,000
IRONMAN Canada	\$410,000	\$410,000	\$410,000	\$410,000	\$410,000
Okanagan Granfondo Penticton	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
CSSHL Championships	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
BCHL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Additional Hosting/Bid Opportunities					\$55,000
TOTAL	\$987,500	\$992,156	\$1,006,599	\$1,011,130	\$1,070,753

**Not a contractual obligation. Assumes current funding levels committed with a 2% annual increase.*

***Not a contractual obligation. Funded through Recreation Department operating budget. Includes Canada Day, Music in the Park, Santa Parade and Frost Fest.*

With the exception of IM, which is included in the cost above, the majority of salaries and wages for event support, outside of Recreation Department staff, are billed to the Parks and Facilities Recovery Work Order OPR110-023. The total of salaries and wages applied to this work order in 2023 was \$61,996.

Appendix 4. Bid Opportunities

Staff track bid opportunities by monitoring NSO and PSO websites and through Sport Tourism Canada (STC). The timing of bid opportunities varies greatly, from months to years. The table below shows a range of bids that are currently open. This list is refreshed as new hosting opportunities are announced at the annual Sport Tourism Conference and published in the STC, Sport Event Directory.

Organization	Event	Next Bid Opportunity	Deadline for Bids
ADCC	ADCC Qualifier	2024	TBC
Adventure Racing World Championships	AR World Champs	2025 & 2026	Secured
Archery	Various		
BC Seniors Games Society	BC 55+ Games	2027, 2029	Opens Jan 2025
BC Games Society	BC Summer Games	2028 & 2030	Opens Feb 2024
BC Games Society	BC Winter Games	2028 & 2030	Opens Feb 2024
Bowls Canada	Canadian Lawn bowling Champs	2025 Events	Fall 2024 TBC
Boxing Canada	Canadian Championship	April 2024	TBC
Curling Canada	Various	2025-2029	TBC
Cycling Canada	National Road Champs	2026 & 27	TBC
Cycling Canada	National XC MTB Champs	2025 & 26	March 2024
Cycling Canada	Non championship International-Road, MTB, Gravel	2025 & 26	March 2024
Dodgeball Canada	Western/ Youth Championships	Annually	May prior year
e Sports	Various		
Fire Fit Canada	Fire fit Championships	2025	TBC
Hockey Canada	Rivalry Series	Annual	
Pickleball Canada	Regional Championship	2026	TBC
Rowing Canada	Coastal Rowing Series	2024	TBC
Volleyball BC	Beach Provincials	2026	TBC

Appendix 5. Sports Currently Represented or Hosted in Penticton:

Adaptive Snow Sports	Figure Skating
Archery	Golf
Badminton	Gymnastics
Baseball	Hockey
Basketball	Karate
BMX	Lacrosse
Bowling	• Box
Brazilian Jiu-Jitsu	• Field
Canoe/Kayak	Lawn Bowling
• Dragon Boat	Mixed Martial Arts
• Outrigger	Pickleball
• Surf Ski	Rock Climbing
• Stand Up Paddle Board	Round net
Cricket	Rugby
Cross Country Skiing	Running
Crossfit	Sailing
Curling	Skiing- Alpine
Cycling	Skiing- Freestyle
• BMX	Snowboarding
• Cyclocross	Soccer
• Gravel	Softball
• Mountain Bike	Special Olympics
• Road	Squash
Darts	Swimming
Disc Sports	Table Tennis
• Disc Golf	Taekwondo
• Ultimate	Tennis
Darts	Track and Field
Dodgeball	Triathlon
Equestrian	Volleyball



COMMUNITY SPORT TOURISM DEVELOPMENT PROGRAM

PENTICTON SPORT TOURISM PLAN

APRIL 16, 2010

COMMUNITY SPORT TOURISM DEVELOPMENT PROGRAM

Penticton Sport Tourism Plan

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EXECUTIVE SUMMARY

Penticton's five-year sport tourism plan has been developed in conjunction with the sport tourism working group under Community Sport Tourism Development Program through Tourism BC and 2010 Legacies Now. The planning process started with an initial meeting on September 17, 2009 to confirm Penticton's sport tourism needs and determine current sport organization capacity in Penticton. An online survey was conducted among Penticton's local sport organizations in November and December 2009 and a planning session was held on February 3, 2010 to review the Situation Analysis and identify opportunities and priorities for sport tourism in Penticton.

This sport tourism plan addresses the conclusions and implications identified in the Situation Analysis and sets out the objectives for Penticton's sport tourism sector and the strategies and tactics to be undertaken towards achieving these objectives. Evaluation methods to track results are outlined and an estimated budget is provided. While this plan is intended to guide the sport tourism activities of Penticton, it is developed to be flexible enough to take new, unexpected opportunities into consideration during implementation.

Vision, Mission and Principles

The vision for Penticton's sport tourism organization is:

Penticton is internationally recognized by event rights holders, athletes and spectators at all levels of sport, as a premier sport tourism destination in Western Canada – for its facilities, its sport hosting expertise, and the attractiveness of its natural surroundings and tourism offerings.

The mission for Penticton's sport tourism organization is:

Through a coordinated approach with sport organizations, local governments and the tourism industry, Sport Tourism Penticton will assist in developing, attracting, and staging sport tourism events.

The principles that Penticton's sport tourism organization will follow are:

- Sport tourism will generate economic benefits for Penticton and enhance the quality of life for local residents through improved facilities and local sport programs.
- The sport tourism organization will be the coordinating body for sport tourism that facilitates, enables, and supports sporting events and event organizers from the bid stage to planning stage to evaluation of sporting events.
- The sport tourism organization will require sport event organizers to track and evaluate results of their sport tourism events to maximize their benefits from hosting sport tourism events.
- The sport tourism organization will place priority on pursuing sporting events for which there is existing or excess capacity in accommodations and/or sport facilities.
- A portion of funds generated by sport tourism will be reinvested locally to develop sport and event hosting capacity.
- The sport tourism organization will provide leadership in green initiatives and encourage respect for the natural environment in sport event hosting.
- The municipalities, tourism sector, school district, and local sport organizations are all critical to the success of sport tourism in Penticton.

Quantifiable Objectives

The quantifiable results that Penticton's sport tourism plan expects to achieve are identified for the five-year period of the sport tourism plan – from 2011 to 2015. Objectives should be realistic, achievable, yet challenging, with a timeframe and are measurable.

- a. Penticton will host at least six to seven regional sporting events, seven to eight provincial sporting events, and seven to eight national and international sporting events (with a minimum of three in each

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category) in 2011, increasing the number of provincial, national, and international sporting events by one each year from 2012 to 2015. The intention is to host more national to international sporting events over time.

- b. Penticton will generate xx incremental room nights from sport tourism in 2011, increasing 5% each year from 2012 to 2015.

The objective ranges for (a) are based on the number of events hosted in each category in 2009 from the Inventory of Sport Tourism Events Previously Hosted by Penticton (Appendix 1 of the Situation Analysis), which may be incomplete. Once the inventory of sport events previously hosted is reviewed and confirmed as accurate and complete, these ranges should be revisited.

The number for incremental room nights for objective (b) will be set using a baseline that will be established in 2010.

Organizational Structure

Based on limited budgets, and knowing that the set up of a standalone organization will require more resources than establishing the sport tourism body as part of an existing organization, Penticton's sport tourism organization will start as a department of Penticton & Wine Country Tourism, with a sport tourism advisory committee. After a few years, if more funding becomes available, the sport tourism organization could transition to a standalone organization.

Focus of Effort for Sport Tourism

Short Term: In the short term, Penticton should be pursuing regional to international events that its existing sporting facilities can currently host (with some upgrades as identified). Also, the current or potential capacity of the existing sport organizations needs to be considered as these sport organizations have the contacts with provincial and national sport organizations, provide the technical expertise, and have many of the volunteers to run a successful sporting event. Taking this into account, as well as the competitiveness of Penticton's facilities compared to other potential competing jurisdictions, following is a long list of potential sporting events that Penticton should be able to pursue.

This is the same list that is identified in the Conclusions and Implications from the Situation Analysis, as agreed to by the working group.

- i. International championships such as World Championships and World Cups in athletics – XC, goalball, outrigger canoe, ringette, tennis (SOEC), triathlon, volleyball – sit, waterski and wakeboard, wheelchair basketball & wheelchair rugby
- ii. Regular international tournaments in alpine ski, athletics – marathon, athletics – track, cycling – road, dragon boat, freestyle ski, hiking/back country touring/skiing, Lifesaving Society, multi-sport ATV, orienteering, rock climbing, speed skating, volleyball and the sports listed in point i.
- iii. National championships in ATV, basketball, bowls – lawn, bowls – carpet, boxing, cerebral palsy sports, cycling – BMX, cycling – mountain bike, dirt biking, hockey – ball, lacrosse – box, team handball, wheelchair tennis and the sports listed in points i and ii.
- iv. Regular national tournaments such as cross country skiing, figure skating, mixed martial arts, pole walking, rodeo, snowboard, swimming, tennis, yachting, yachting – windsurf and the sports listed in points i, ii and iii.
- v. Provincial championships such as curling, dodge ball and lacrosse – field, soccer
- vi. Provincial tournaments in canoe – flat water, golf, scuba diving & snorkeling, ultimate and water polo.
- vii. Regional championships in football, sport parachute and synchro swimming.
- viii. Regional tournaments in archery, athletics – track, badminton, baseball, diving – springboard, gymnastics – artistic, gymnastics – rhythmic, pickleball, rugby, skateboard, softball, softball – fast pitch/slow pitch, special O.

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Penticton's primary sport tourism strengths and opportunities fall into six key areas:

- i. Outdoor aerobic sports: *building from strength* - Penticton has a tremendous asset in the Subaru Ironman Canada and Penticton's reputation for outdoor aerobic activities is second to none in Canada. This position can be built upon by supporting local clubs and organizations to run a 3-season selection of training camps and events in cycling, swimming and athletics. Athletes in these sports require extensive, frequent and high-volumes of training. Due to the weather in the south Okanagan, Penticton is an attractive location to host regular training camps to meet these athletes' requirements.
- ii. Snow sports: *building from strength* – Penticton should continue to work with Apex and Nickel Plate to build the resorts' capacities to attract national and international level events. This would entail developing year-round activities in order to bring a range of summer events such as downhill mountain bike BC Cup, Canada Cup and eventually World Cups at Apex and mass participation mountain bike rides at Nickel Plate over to Apex. Winter events would continue to support Freestyle events at all levels, along with alpine and cross country ski events.
- iii. Life sports: *opportunity to build a new strength* – Given that Penticton is a retirement haven, life sports such as tennis, golf, lawn bowls, carpet bowls and pole walking have potential. With development of facilities and organizational capacity, life sports could develop into a strength for the community. This theme may be long-term as facility investment for those sports is required to develop major event capacity.
- iv. On-water sports: *opportunity to build an emerging strength* – Skaha and Okanagan Lakes are incredible assets to Penticton's ability to host events. While Penticton has a tradition as a festival host, this strength can be diversified to support a greater variety of water-craft sports. Waterskiing, wakeboard and dragon boats have emerged as popular events that build on the traditions of yachting and rowing. All could be further developed with advancements in facilities and organizational support. This could result in Penticton being a destination location for training and competition for water-craft sports.
- v. Ice sports: *maintaining a strength* – Due to the venerable Okanagan Hockey School and strong curling club, Penticton is recognized as a attractive event host in ice sports. Opportunity exists in hosting high-level ringette, broomball and curling events. With the South Okanagan Events Centre, feature events such as Junior A Canadian Championships, BC Figure Skating Championships, World Ringette and World Broomball Championships could be hosted. However the limited number of ice sheets in Penticton compromises development of large participation-based tournaments.
- vi. Field and gymnasias sports: *maintaining a strength* – Currently there are a variety of sports that host good quality events on the fields and in the gyms of Penticton. There should be continued support for these events. However, the lack of facilities with multiple fields or gymnasiums restricts Penticton's ability to host large events in these sports.

Long Term: The long-term focus of effort will be partially determined by any major upgrades or new sporting facilities and partially determined by Penticton's success in some of the sporting events identified above. The intent is that Penticton will increase the number and size of national and international level sporting events to grow as a sport tourism community. At the same time, Penticton recognizes the need to continue to host regional and provincial level sporting events such that it continues to develop its organizational capacity in the sports for which Penticton has strengths.

Tactics

The product development, market development, and research and evaluation tactics that the sport organization will implement to achieve its objectives follow.

- a. Create Penticton's sport tourism organization.
- b. Implement a simple system for local sport organizations to use to approach accommodation properties for commissions for sporting events.
- c. Budget permitting, or over the longer term, implement hosting grants for local sport organizations.
- d. Build a list of key influencers in the Penticton sport tourism community.
- e. Implement ongoing communication and relationship building for local sport organizations, municipal council and staff, Penticton School Board, tourism businesses, and key influencers related to sport

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tourism.

- f. Meet with the City of Penticton, Regional District and Ministry of Highways to review requirements for infrastructure and other improvements related to priority sport tourism opportunities.
- g. Reach out to local sport organizations about sport tourism.
- h. Consider establishing a Penticton sport council.
- i. Develop online resources for sport tourism.
- j. Develop and implement event hosting seminars for local sport organizations.
- k. Ensure sport tourism and event hosting needs are represented in planning processes for the building or upgrading of sport and recreational facilities.
- l. Keep common information required for bids up to date.
- m. Build and research the list of potential sporting events for which Penticton can bid, beginning with the events identified by the working group as areas of opportunity.
- n. Build/maintain positive relationships with event rights holders.
- o. Support the preparation of bids for selected sporting events.
- p. After winning a bid, assist the event organizers with the business aspects of planning the event.
- q. Assist event organizers in maximizing the tourism benefits of the planned sporting events.
- r. Work with other Okanagan communities to identify joint sport event hosting opportunities.
- s. Track organization capacity of Penticton's sport clubs.
- t. Track each type of sporting event taking place in Penticton.
- u. Track number of and success of each bid
- v. Work with accommodation properties to track number of room nights resulting from sport tourism.
- w. Calculate the impact of major sporting events.

Budget

The budget to achieve the objectives, strategies, and tactics in this plan is as follows:

Year 1	Year 2	Year 3	Year 4	Year 5
\$93K - \$118K+	\$102K - \$127K+	\$102K - \$127K+	\$182K - \$222K+	\$182K - \$222K+

If a smaller budget is contemplated it will have a direct impact on Penticton's ability to deliver on this plan. Objectives will need to be adjusted downward, and the number and scope of strategies and tactics will need to be reduced accordingly.

1. INTRODUCTION AND METHODOLOGY

Penticton's sport tourism plan has been developed in conjunction with the sport tourism working group under the Community Sport Tourism Development Program through Tourism BC and 2010 Legacies Now. This sport tourism plan addresses the conclusions and implications identified in the Situation Analysis and sets out the objectives for Penticton's sport tourism sector and the strategies and tactics to be undertaken towards achieving these objectives. Evaluation methods to track results are outlined and an estimated budget is provided. While this plan is intended to guide the sport tourism activities of Penticton, it is developed to be flexible enough to take new, unexpected opportunities into consideration during implementation.

Background

Sport tourism is one of the fastest growing segments in Canada's tourism industry and many BC communities are recognizing the potential economic and social benefits that sport tourism can provide. Tourism BC and 2010 Legacies Now are working in partnership to further sport tourism in BC through a number of programs.

Sport tourism is defined as any activity in which people are attracted to a particular location as a sport event participant, an event spectator or to attend sport attractions or sport-related business meetings. Sport tourism visitors travel more than 80 km to reach the host community and/or stay overnight.

Sport tourism is a significant sector in the tourism world, and has become a highly competitive industry. As interest and participation in sport grows within the leisure industry, the desire of people to travel to compete in or to view sporting events has grown significantly.

BC has capitalized on the opportunity and the province's success in marketing itself as a ski, golf and sports activity destination has yielded significant increases in visitors and tourism revenues. The hosting of the 2010 Olympic and Paralympic Winter Games in BC moves sport tourism to a new level in the province. With the 2010 event comes a range of other tourism possibilities for: pre-Olympic hosting, training camps and sport conferences, media exposure and business development. The benefits to the sport tourism sector will extend far beyond 2010 as BC communities build their sport tourism capacity and reap the benefits of BC's enhanced reputation as a world-class sport tourism destination.

Tourism BC and 2010 Legacies Now Sport Tourism Partnership

The Tourism BC and 2010 Legacies Now sport tourism partnership was established in 2004. The sport tourism partnership initiatives aim to educate BC communities about the significant economic and social value of local sport event hosting and to promote BC as a premier sport hosting destination. The sport tourism partnership initiatives respond to Tourism BC's objective to maximize the long-term tourism benefits of hosting the 2010 Olympic and Paralympic Winter Games, enable communities to participate in the business of sport tourism and increase tourism revenues to communities over the longer term.

In addition to the Community Sport Tourism Development program, other initiatives offered by Tourism BC and 2010 Legacies Now include:

- Community Sport Tourism Workshops
- Sport Tourism Guide
- BC Sport Tourism Events Marketplace
- BC Sport Tourism Network
- Sport Tourism Community Legacy Award
- Hostingbc.ca
- Hosting BC concierge service for event rights holders
- Sport Facility Image Partnering Project
- BC Night for National Sport Organizations.

Community Sport Tourism Development Program

The Community Sport Tourism Development Program is designed to provide planning assistance to communities to create a five-year sport tourism strategic plan that will focus communities' efforts and resources on the opportunities that will be of greatest benefit. This CSTDP is the most advanced planning program offered by Tourism BC and 2010 Legacies Now and incorporates the activities of the Canadian Sport Tourism Alliance.

The goals of the program are to assist BC communities to use sport tourism:

- to increase visitor expenditures to their communities and to British Columbia
- to encourage repeat visitation for sport tourism and/or other leisure travel
- to raise the profile and image of the community on a provincial, national and international level as a sport event hosting destination through bidding and hosting
- to build the capacity to host major sporting events through leadership, volunteerism and sport system development
- as a means to further the development of sport in BC communities.

This program is one of several programs designed to assist different aspects of tourism in BC to increase tourism revenues and benefit from tourism as a means of economic development, through destination development and market development initiatives. A complete description of Tourism BC's programs can be found at: www.tourismbc.com/community.

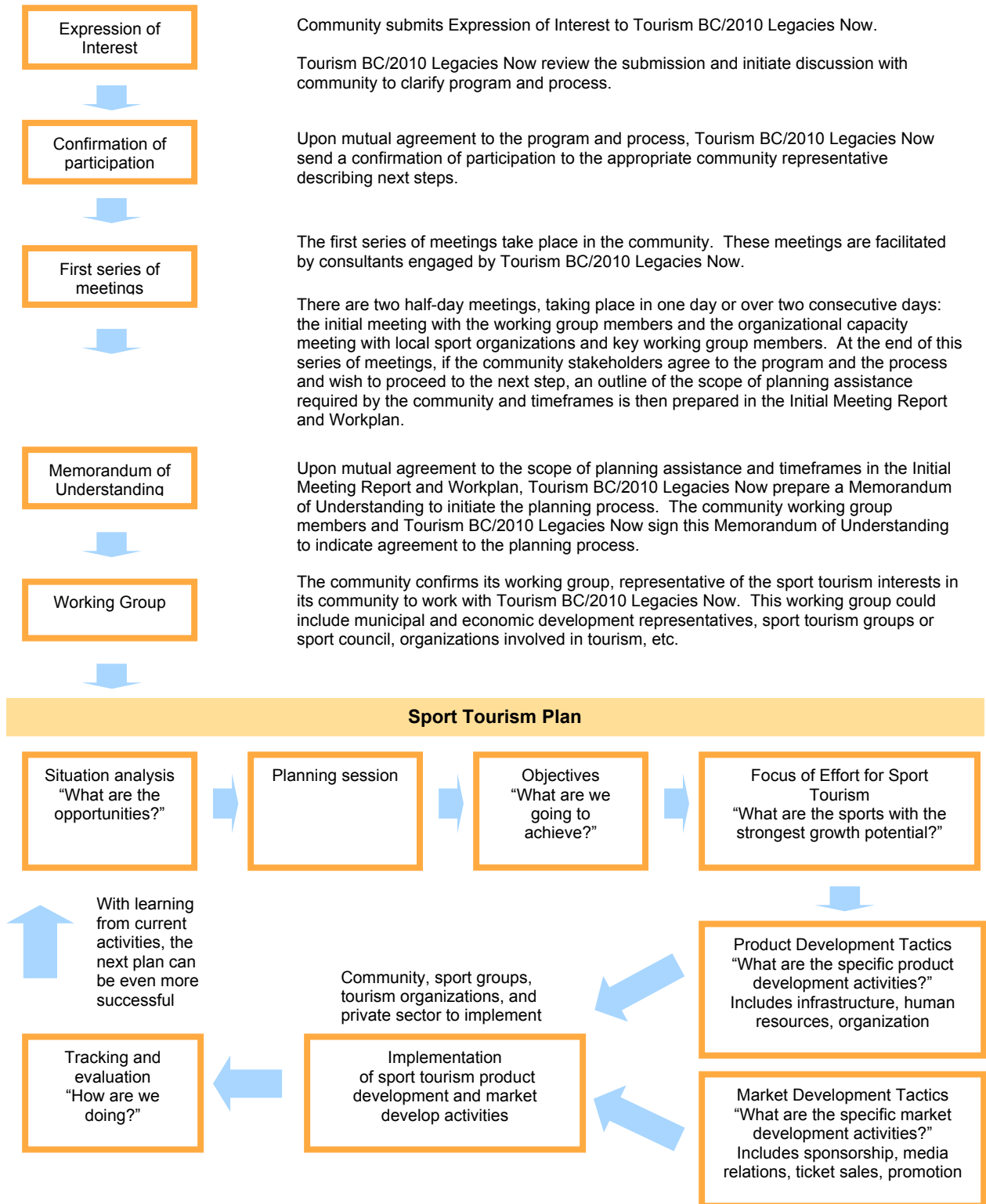
Your Sport Tourism Plan

The outcome of the Community Sport Tourism Development program is a five-year strategic sport tourism plan that is customized to your community and serves as the embodiment of the overall vision; sport tourism development, economic, and community legacy goals; and provides a roadmap for the years ahead to achieve your community's vision with regard to sport tourism.

A written sport tourism plan is one part of the planning process. It gathers and distils the learning of the community into one document and charts a path to achieve sport tourism objectives. A formal planning process provides structure and rigor to decision-making. It culminates in the written plan that is typically prepared or updated once a year.

PENTICTON SPORT TOURISM PLAN

The process of developing your sport tourism plan can be illustrated as follows:



Penticton Planning Process

While some events in Penticton such as World Cup and Ironman are well run and integrate with tourism, the smaller developing sports have received less attention and require support. The desire is to achieve maximum economic benefit from hosting sporting events by involving tourism organizations as partners. Penticton sport tourism community stakeholders agree that sport tourism is a priority to pursue but a collaborative plan is needed to fully develop sport tourism into a niche market in Penticton.

The planning process started with an initial meeting and an organization capacity meeting on September 17, 2009 to confirm Penticton’s sport tourism needs, review the Community Sport Tourism Development Program, and determine current sport organization capacity in Penticton. A familiarization tour by the consultants and Tourism BC of Penticton’s sport facilities with potential for sport tourism also took place on September 17 and 18, 2009. The participants at the meeting believed that a coordinated approach to sport tourism is needed to help Penticton achieve its potential. Coupled with this coordinated approach was the recognition that a dedicated budget and human resources will be needed to carry out the sport tourism plan once it is completed. An online survey was conducted among Penticton’s local sport organizations in November and December 2009.

The participants at the first series of meetings on September 17, 2009 included:

Community Participants:

Ken Anderson	Southern Okanagan Dirt Bike Club
Lisa Baadsvik	SOEC/Convention Centre
Peter Benson	Chamber of Commerce Board
Robert Bettauer	Tennis community
Jo-Anne Bettauer	Glengarry Figure Skating Club
Barry Burgart	TAC Sport Rep/Penticton Golf Club
Amanda Byers	Penticton BMX
Brad Crittenden	Go Rowing and Paddling
Andrew Drouin	Penticton and Area Cycling Association
Judith Dunlop	SOSA
Gordon Ferguson	Penticton Ramada Inn & Suites
Mike Fetterer	Southern Okanagan Dirt Bike Club
Kurt Flaman	Freedom Bike Shop
Barb Haynes	Downtown Penticton Association
Andrew Jakubeit	City of Penticton Councillor/Minor hockey
Brad Lee	Penticton Triathlon Club/Penticton Racing Canoe Club
Dave Lieskovsky	City of Penticton
Gwen Marsh	Nickel Plate Cross Country
Myrna McLennan	Penticton BMX
Aaron McRann	Wine Country Visitor Centre
James Palanio	Penticton Triathlon Club
Jeff Plant	Consultant
Judy Sentes	City of Penticton Councillor/Ironman
James Shalman	Apex Mountain Resort
Diana Stirling	Loco Landing Adventure Park

Tourism BC / 2010 Legacies Now representative:

Caterina Papadakos	Tourism BC
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Consultants (provided by Tourism BC and 2010 Legacies Now):

Denise Hayes	Strategex Consulting Group
Linda Lee	Strategex Consulting Group
Richard Way	Citius Performance Corp

PENTICTON SPORT TOURISM PLAN

Subsequent to these meetings, a Workplan was developed that was agreed to by the stakeholders and a sport tourism working group was formed. A planning session was held on February 3, 2010 in which the working group reviewed the Situation Analysis and set priorities for the sport tourism plan. On March 26, 2010, the working group provided feedback on the draft sport tourism plan and confirmed the organization structure and vision, mission and principles for the sport tourism organization.

The participants at the February 3, 2010 planning meeting included:

Community Participants:

Peter Benson	Chamber of Commerce Board
Robert Bettauer	Tennis community
Barry Burgart	TAC Sport Rep/Penticton Golf Club
Tracy Clark	Penticton & Wine Country Tourism
Gordon Ferguson	Penticton Ramada Inn & Suites
Kurt Flaman	Freedom Bike Shop
Barb Haynes	Downtown Penticton Association
Brad Lee	Penticton Triathlon Club/Penticton Racing Canoe Club
Myrna McLennan	Penticton BMX
Don Mulhall	Go Rowing and Paddling
Blair Noel	Okanagan Hockey School
James Palanio	Penticton Triathlon Club
Sally Pierce	SOEC/Convention Centre
Jeff Plant	Consultant
Kelly Reid	Penticton & Wine Country Tourism
Carol Sheridan	City of Penticton
Nancy Telford	KISU Swim Club

Regrets:

Jo-Anne Bettauer	Glengarry Figure Skating Club
Andrew Drouin	Penticton & Area Cycling Association
Andrew Jakubeit	City of Penticton Councillor/Minor hockey
Judy Sentes	City of Penticton Councillor/Ironman
James Shalman	Apex Mountain Resort

Thompson Okanagan Tourism Association:

Jennifer Houiellebecq	TOTA
Simone Carlyle-Smith	TOTA

Consultants (provided by Tourism BC and 2010 Legacies Now):

Denise Hayes	Strategex Consulting Group
Linda Lee	Strategex Consulting Group
Richard Way	Citius Performance Corp

The participants at the March 26, 2010 meeting included:

Community Participants:

Lisa Baadsvik	SOEC/Convention Centre
Peter Benson	Chamber of Commerce Board
Barry Burgart	TAC Sport Rep/Penticton Golf Club
Tracy Clark	Penticton & Wine Country Tourism
Gordon Ferguson	Penticton Ramada Inn & Suites
Barb Haynes	Downtown Penticton Association
Andrew Jakubeit	City of Penticton Councillor/Minor hockey
Brad Lee	Penticton Triathlon Club/Penticton Racing Canoe Club

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Don Mulhall	Go Rowing and Paddling
James Palanio	Penticton Triathlon Club
Kelly Reid	Penticton & Wine Country Tourism
Carol Sheridan	City of Penticton
Nancy Telford	KISU Swim Club

Regrets:

Jo-Anne Bettauer	Glengarry Figure Skating Club
Robert Bettauer	Tennis community
Andrew Drouin	Penticton & Area Cycling Association
Kurt Flaman	Freedom Bike Shop
Myrna McLennan	Penticton BMX
Blair Noel	Okanagan Hockey School
Jeff Plant	Consultant
Judy Sentes	City of Penticton Councillor/Ironman
James Shalman	Apex Mountain Resort

Tourism BC / 2010 Legacies Now representative:

Caterina Papadacos	Tourism BC
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Thompson Okanagan Tourism Association:

Jennifer Houiellebecq	TOTA
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Consultants (provided by Tourism BC and 2010 Legacies Now):

Denise Hayes	Strategex Consulting Group
Linda Lee	Strategex Consulting Group

2. CONCLUSIONS AND IMPLICATIONS FROM SITUATION ANALYSIS

The conclusions and implications are the culmination of the Situation Analysis and the planning session. They represent the key insights that distil the learning and identify the key areas that the sport tourism plan must address. These few conclusions and implications then provide direction to the sport tourism plan.

- a. To achieve its goal of significantly increasing sport tourism, Penticton needs to create and adequately fund an effective sport tourism organization. The new sport tourism organization should engage the three pillars of community sport tourism: municipality, tourism organization, and local sport organizations. The best practice options presented in Section 5 of the Situation Analysis include department of the municipality, standalone organization, or department of the tourism organization. Each of these is a viable option but Penticton needs to determine the structure that works best for its needs. This new sport tourism organization should receive dedicated long-term funding to allow it to adequately plan for a tourism sector and sport events that have long lead times.
- b. It will be important that the new sport tourism organization have a solid, ongoing relationship with sport clubs in Penticton based on enhancing the sport clubs' organizational capacity so they can take the lead in successfully bidding for larger and more prestigious events. The first steps are to have a comprehensive listing of all sport clubs in Penticton and provide these clubs with some basic services to assist their volunteers. This assistance could include the newly formed sport tourism organization providing event hosting seminars, promotional support, and coordination with businesses, the municipality and the Penticton School Board. Other forms of support to be considered include commissions/rebates from accommodation properties and hosting grants from the municipality and/or sport tourism organization based on actual room nights.
- c. Penticton is currently a significant host of national and international sporting events including Subaru Ironman Canada. However, it is not likely to significantly benefit from the national, or international multi-sport games hosted in the next two decades in BC due to rotation patterns. Penticton could benefit on a semi-regular basis from provincial multi-sport games, especially the Seniors Games. Additionally Penticton should consider other multi-sport games opportunities. An area that Penticton can immediately consider is hosting Masters multi-sport and single competitions.
- d. Penticton has a limited number of sport facilities that are currently capable of hosting large national or international level sporting events. One of these is the South Okanagan Events Centre for some events. However, Penticton has an opportunity to build on its strengths with venues using natural facilities - lakes, climbing areas, roads, trails and mountains.
- e. With Penticton's existing and future sport facilities (assuming the venue developments outlined in Section 8 of the Situation Analysis are implemented), Penticton should be able to pursue specific sporting events, as listed below. This list takes into consideration the competitiveness of Penticton's facilities compared to other potential competing jurisdictions.
 - i. International championships such as World Championships and World Cups in athletics – XC, goalball, outrigger canoe, ringette, tennis (SOEC), triathlon, volleyball – sit, waterski and wakeboard, wheelchair basketball & wheelchair rugby
 - ii. Regular international tournaments in alpine ski, athletics – marathon, athletics – track, cycling – road, dragon boat, freestyle ski, hiking/back country touring/skiing, Lifesaving Society, multi-sport ATV, orienteering, rock climbing, speed skating, volleyball and the sports listed in point i.
 - iii. National championships in ATV, basketball, bowls – lawn, bowls – carpet, boxing, cerebral palsy sports, cycling-BMX, cycling – mountain bike, dirt biking, hockey, hockey – ball, lacrosse – box, team handball, wheelchair tennis and the sports listed in points i and ii.
 - iv. Regular national tournaments such as cross country skiing, figure skating, mixed martial arts, pole walking, rodeo, snowboard, swimming, tennis, yachting, yachting – windsurf and the sports listed in points i, ii and iii.

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- v. Provincial championships such as curling, dodge ball and lacrosse – field, soccer
- vi. Provincial tournaments in canoe – flat water, golf, scuba diving & snorkeling, ultimate and water polo.
- vii. Regional championships in football, sport parachute and synchro swimming.
- viii. Regional tournaments in archery, athletics – track, badminton, baseball, diving – springboard, gymnastics – artistic, gymnastics – rhythmic, pickleball, rugby, skateboard, softball, softball – fast pitch/slow pitch, special O.

(Within this point, there is an assumption that when a recommendation is made for a sport to seek certain events and a certain level, that sport should also seek events at all of the levels below.)

- g. Penticton could also consider working with other Okanagan communities to identify joint sport event hosting opportunities to develop a collaborative major event hosting strategy for the Okanagan Valley. This strategy should include point-to-point events from Penticton to other cities, such as cycling stage races and grandfondo tours as well as cup series such as NorAm alpine races at the Okanagan Valley ski areas.
- h. Sport tourism, as part of the overall tourism strategy in Penticton, needs to follow the general tourism strategy led by Penticton & Wine Country Tourism. While sport tourism has specific characteristics related to sporting facilities and sport clubs, the goal for sport tourism is to generate incremental visitation and economic benefit to Penticton (while at the same time reinvesting some of the benefit into sport development). As a result, it will be important for the tourism messages associated with sport tourism to be consistent with the tourism messages for tourism in general.
- i. Penticton should build tracking and evaluation tools into its sport tourism plan to ensure the implementation of the plan is on track and to adjust activities to become more efficient over time. This means that Penticton would be able focus its resources on those types of sporting events where it is most successful and build on those. Conversely, Penticton would put less emphasis on other types of sporting events where it is less able to achieve the desired results. Penticton should also track the organization capacity of Penticton's sports clubs using the rating in Table 2 of the Situation Analysis to identify short- and long-term goals.

3. VISION, MISSION AND PRINCIPLES

Following are the vision, mission and principles of Penticton's sport tourism organization which were confirmed by the sport tourism working group at the March 26 planning session.

The vision for Penticton's sport tourism organization is:

Penticton is internationally recognized by event rights holders, athletes and spectators at all levels of sport, as a premier sport tourism destination in Western Canada – for its facilities, its sport hosting expertise, and the attractiveness of its natural surroundings and tourism offerings.

The mission for Penticton's sport tourism organization is:

Through a coordinated approach with sport organizations, local governments and the tourism industry, Sport Tourism Penticton will assist in developing, attracting, and staging sport tourism events.

The principles that Penticton's sport tourism organization will follow are:

- Sport tourism will generate economic benefits for Penticton and enhance the quality of life for local residents through improved facilities and local sport programs.
- The sport tourism organization will be the coordinating body for sport tourism that facilitates, enables, and supports sporting events and event organizers from the bid stage to planning stage to evaluation of sporting events.
- The sport tourism organization will require sport event organizers to track and evaluate results of their sport tourism events to maximize their benefits from hosting sport tourism events.
- The sport tourism organization will place priority on pursuing sporting events for which there is existing or excess capacity in accommodations and/or sport facilities.
- A portion of funds generated by sport tourism will be reinvested locally to develop sport and event hosting capacity.
- The sport tourism organization will provide leadership in green initiatives and encourage respect for the natural environment in sport event hosting.
- The municipalities, tourism sector, school district, and local sport organizations are all critical to the success of sport tourism in Penticton.

4. QUANTIFIABLE OBJECTIVES

The quantifiable results that Penticton's sport tourism plan expects to achieve are identified for the five-year period of the sport tourism plan – from 2011 to 2015. Objectives should be realistic, achievable, yet challenging, with a timeframe and are measurable.

- a. Penticton will host at least six to seven regional sporting events, seven to eight provincial sporting events, and seven to eight national and international sporting events (with a minimum of three in each category) in 2011, increasing the number of provincial, national, and international sporting events by one each year from 2012 to 2015. The intention is to host more national to international sporting events over time.
- b. Penticton will generate xx incremental room nights from sport tourism in 2011, increasing 5% each year from 2012 to 2015.

The objective ranges for (a) are based on the number of events hosted in each category in 2009 from the Inventory of Sport Tourism Events Previously Hosted by Penticton (Appendix 1 of the Situation Analysis),

which may be incomplete. Once the inventory of sport events previously hosted is reviewed and confirmed as accurate and complete, these ranges should be revisited.

The number for incremental room nights for objective (b) will be set using a baseline that will be established in 2010.

Sport tourism in BC is estimated at 2.0 to 2.5 percent of total tourism spending, generating about \$300 million per year in tourism revenue.¹ If Penticton and area achieve their fair share of sport tourism in BC (based on population), their sport tourism sector could be worth about \$5.7 million in tourism revenue annually.² Penticton has the potential to achieve more than its fair share of sport tourism due to its attractiveness as a destination and its sport tourism assets. Penticton may choose to set and measure sport tourism revenue objectives but this will require sophisticated and costly research methodology. An alternative could be to help event organizers track and calculate tourism expenditures by sporting event to obtain estimates of the larger events.

5. ORGANIZATIONAL STRUCTURE

The organizational structure for Penticton's sport tourism organization was a topic of much discussion among the working group. The working group identified the need for the sport tourism organization to be unencumbered and non-bureaucratic and to be able to react swiftly. The importance of having sport development as part of the mandate of the organization and the need to work closely with Economic Development were also recognized. If more funds were available, the working group supported a standalone organization. However, based on limited budgets, and knowing that the set up as a standalone organization will require more resources than establishing the sport tourism body as part of an existing organization, the working group agreed that Penticton's sport tourism organization should start as a department of Penticton & Wine Country Tourism. After a few years, if more funding becomes available, the sport tourism organization could transition to a standalone organization.

The governance of the sport tourism organization, even though it may begin as a department of Penticton & Wine Country Tourism, should be separate from the governance of Penticton & Wine Country Tourism to ensure there is good representation from all stakeholders involved in sport tourism. As a department of Penticton & Wine Country Tourism, the sport tourism organization should be governed by an advisory committee that then transitions to a board of directors once the sport tourism body becomes a standalone organization.

The make up of the advisory committee will likely be a subject of much ongoing discussion but the following make up was identified by the sport tourism working group in meetings on February 3 and March 26:

Municipal/Government

- Two from City of Penticton – one council member and one recreation department staff
- Two from School District 67 – one staff and one elected official
- One from Penticton Indian Band

Tourism

- One elected from Chamber
- One staff from Penticton and Wine Country Tourism
- One from Penticton Hospitality Association

Sport

- Six – one from each of the six key sport areas outlined in Section 6. following

At-large Members

- Up to two at-large members

¹ See Section 4.2 Sport Tourism Visitor Spending and Market Value Estimates in the Situation Analysis for the methodology.

² Okanagan-Similkameen Regional District population in 2008 is 82,327, 1.9% of BC's population of 4,381,603. 10.3% of \$300 million calculates to \$5.7 million.

PENTICTON SPORT TOURISM PLAN

The make up of the advisory committee reflects the importance of all three pillars of sport tourism. The at-large members take into consideration other individuals or groups that might be influential in advancing sport tourism in Penticton or with specific skills such as marketing/sponsorship. It is also important that no one pillar has a majority of seats on the advisory committee.

It will be important that the members of the advisory committee have a big picture view and agree that while each may represent a particular sector of the community, each committee member has the responsibility to achieve the best possible results for sport tourism in Penticton as a whole and is not an advocate for any particular business or sector. Due to the limited budget and resources of the sport tourism organization, the members of the committee would be expected to assist in some of the sport tourism initiatives. As a result, the advisory committee should be a mix of those with influence as well as those with the time and inclination to volunteer some significant time each year.

The makeup of the advisory committee/board will likely change over time to reflect changes in how sport tourism grows in Penticton. The seats on the advisory committee as identified here should not be considered permanent; they should be reviewed each year to determine whether changes need to be made.

The sport tourism organization needs to have at least one full-time staff person. This staff person should be an experienced, well-qualified sport tourism professional, with both sport and tourism experience ideally. Most of the activities of the sport tourism organization require time and expertise; as a result, the right person will make the difference between a mediocre and a great sport tourism organization.

6. FOCUS OF EFFORT FOR SPORT TOURISM

Short Term

Penticton should be pursuing regional to international events that its existing sporting facilities can currently host (with some upgrades as identified). Also, the current or potential capacity of the existing sport organizations needs to be considered as these sport organizations have the contacts with provincial and national sport organizations, provide the technical expertise, and have many of the volunteers to run a successful sporting event. Taking this into account, as well as the competitiveness of Penticton's facilities compared to other potential competing jurisdictions, following is a long list of potential sporting events that Penticton should be able to pursue.

This is the same list that is identified in the Conclusions and Implications from the Situation Analysis, as agreed to by the working group.

- i. International championships such as World Championships and World Cups in athletics – XC, goalball, outrigger canoe, ringette, tennis (SOEC), triathlon, volleyball – sit, waterski and wakeboard, wheelchair basketball & wheelchair rugby
- ii. Regular international tournaments in alpine ski, athletics – marathon, athletics – track, cycling – road, dragon boat, freestyle ski, hiking/back country touring/skiing, Lifesaving Society, multi-sport ATV, orienteering, rock climbing, speed skating, volleyball and the sports listed in point i.
- iii. National championships in ATV, basketball, bowls – lawn, bowls – carpet, boxing, cerebral palsy sports, cycling – BMX, cycling – mountain bike, dirt biking, hockey, hockey – ball, lacrosse – box, team handball, wheelchair tennis and the sports listed in points i and ii.
- iv. Regular national tournaments such as cross country skiing, figure skating, mixed martial arts, pole walking, rodeo, snowboard, swimming, tennis, yachting, yachting – windsurf and the sports listed in points i, ii and iii.
- v. Provincial championships such as curling, dodge ball and lacrosse – field, soccer
- vi. Provincial tournaments in canoe – flat water, golf, scuba diving & snorkeling, ultimate and water polo.
- vii. Regional championships in football, sport parachute and synchro swimming.

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- viii. Regional tournaments in archery, athletics – track, badminton, baseball, diving – springboard, gymnastics – artistic, gymnastics – rhythmic, pickleball, rugby, skateboard, softball, softball – fast pitch/slow pitch, special O.

Within this point, there is an assumption that when a recommendation is made for a sport to seek certain events and a certain level, that sport should also seek events at all of the levels below.

As identified in the Conclusions and Implications in the Situation Analysis and agreed to by working group, Penticton's primary sport tourism strengths and opportunities fall into six key areas:

- i. Outdoor aerobic sports: *building from strength* - Penticton has a tremendous asset in the Subaru Ironman Canada and Penticton's reputation for outdoor aerobic activities is second to none in Canada. This position can be built upon by supporting local clubs and organizations to run a 3-season selection of training camps and events in cycling, swimming and athletics. Athletes in these sports require extensive, frequent and high-volumes of training. Due to the weather in the south Okanagan, Penticton is an attractive location to host regular training camps to meet these athletes' requirements.
- ii. Snow sports: *building from strength* – Penticton should continue to work with Apex and Nickel Plate to build the resorts' capacities to attract national and international level events. This would entail developing year-round activities in order to bring a range of summer events such as downhill mountain bike BC Cup, Canada Cup and eventually World Cups at Apex and mass participation mountain bike rides at Nickel Plate over to Apex. Winter events would continue to support Freestyle events at all levels, along with alpine and cross country ski events.
- iii. Life sports: *opportunity to build a new strength* – Given that Penticton is a retirement haven, life sports such as tennis, golf, lawn bowls, carpet bowls and pole walking have potential. With development of facilities and organizational capacity, life sports could develop into a strength for the community. This theme may be long-term as facility investment for those sports is required to develop major event capacity.
- iv. On-water sports: *opportunity to build an emerging strength* – Skaha and Okanagan Lakes are incredible assets to Penticton's ability to host events. While Penticton has a tradition as a festival host, this strength can be diversified to support a greater variety of water-craft sports. Waterskiing, wakeboard and dragon boats have emerged as popular events that build on the traditions of yachting and rowing. All could be further developed with advancements in facilities and organizational support. This could result in Penticton being a destination location for training and competition for water-craft sports.
- v. Ice sports: *maintaining a strength* – Due to the venerable Okanagan Hockey School and strong curling club, Penticton is recognized as an attractive event host in ice sports. Opportunity exists in hosting high-level ringette, broomball and curling events. With the South Okanagan Events Centre, feature events such as Junior A Canadian Championships, BC Figure Skating Championships, World Ringette and World Broomball Championships could be hosted. However the limited number of ice sheets in Penticton compromises development of large participation-based tournaments.
- vi. Field and gymnasium sports: *maintaining a strength* – Currently there are a variety of sports that host good quality events on the fields and in the gyms of Penticton. There should be continued support for these events. However, the lack of facilities with multiple fields or gymnasiums restricts Penticton's ability to host large events in these sports.

It will be important to ensure that the makeup of the sport tourism organization reflects representation from each of the six key sport areas.

There are other sports that do not fall into these categories, that individually are strong and where the respective local sport organization hosts excellent events. Penticton should continue to encourage and support those events.

See the Situation Analysis for details on Penticton's sport facilities (Section 8) and Penticton's Organizational Capacity (Section 10), as well as the Sport Tourism Inventory contained in the detailed appendices to the Situation Analysis.

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Long Term

The long-term focus of effort will be partially determined by any major upgrades or new sporting facilities and partially determined by Penticton's success in some of the sporting events identified above. For example, if Penticton is successful in a particular sport such as BMX at the provincial level, it could progress to national level, provided there are major upgrades to expand the BMX track to support national level requirements.

The intent is that Penticton will increase the number and size of national and international level sporting events to grow as a sport tourism community. The selection of which national and international events to pursue should take into account the support required to stage a particular event and the number of potential event participants and spectators, with a view to maximizing sport tourism revenues. For example, one international event may have limited participants and spectators and may require the provision of free rooms, transport, subsidized meals etc., while another may be a mass participation event, generating huge economic impact for the community.

Penticton also recognizes the need to continue to host regional and provincial level sporting events such that it continues to develop its organizational capacity in the sports for which Penticton has strengths. The sports listed above and any new or upgraded sporting facilities should be used as the starting point for the long-term focus of effort.

Number of Bids

The number of bids that Penticton intends to make each year will be dependent on the complexity of the particular bids and the likelihood of winning the bid. While the number of bids prepared each year might change, it would be worthwhile to have a range in mind about the number of bids to be sent out. The number of bids is not identified under objectives because the greatest measure of success is to win bids, not just prepare them.

Penticton should develop a baseline that includes bids by all organizations including the municipality, tourism groups, facilities and sport organizations. Currently, the total number of bids submitted is not known as bids are not coordinated. Once the baseline has been established, a range can be established for the number of bids to be submitted each year. (Other communities in BC, even those that are considered sport tourism leaders, have the same challenge of coordinating bids among all the different organizations.)

Non-Sporting Events

The working group identified that there may be non-sporting events that present opportunities for Penticton, generating tourism and economic benefit. These could include games such as bridge tournaments. While these non-sporting events are not considered "sport", the same principles relating to event hosting could apply. The community could decide to include such games within its overall event tourism strategy. For that matter, festivals and events could also be included. It may be worthwhile to set up the sport tourism organization first and start with sporting events. Over time, games and festivals and events could be added, with an expansion of the sport tourism organization's responsibilities from "sport tourism" to "event tourism".

7. LIMITATIONS OF SPORT AND TOURISM ASSETS

Sport Asset Limitations

Penticton has a limited number of sport facilities that are currently capable of hosting large national or international level sporting events. The South Okanagan Events Centre is the exception for some events. Ways in which Penticton might address some of these limitations are listed below.

- a. Consider potential sport event hosting opportunities in the planning and design of any new sport facilities or upgrading of existing facilities.
 - Consider multi-sport games hosting standards when planning and designing any new sport infrastructure in Penticton as these Games all have facility standards that need to be considered.
- b. Build on Penticton's strengths in sports with venues using the natural facilities; lakes, beaches, ski trails, roads, cycling and running trails, and mountains.
 - Working group members identified the opportunity for a boathouse/paddling centre and an aquatics centre/swimming structure on the lake to increase capacity for on-water events. A policy for a non-motorized area and/or limited horsepower should be considered and support from the City will be required for park use, buoys, course, etc.
 - Working group members also identified the potential for a year-round mountain bike/ski facility at Apex, similar to Silver Star.
- c. Seek out properties to construct a field sport complex with ball diamonds and soccer fields, including a field house.
 - Working group members and the Penticton sport tourism survey identified the lack of a field sport complex/sport-plex as a weakness.
 - The Situation Analysis identified the lack of available land as a limiting factor to the development of such a facility, unless such a facility is located west of the channel. (Also see Tactic r. to address this facility limitation in the near term.)
- d. Determine with sport event hosts any temporary infrastructure and equipment (tenting, bleachers, spectator control, signage, etc.), which would assist in hosting events. The purchase, storage, maintenance, and renewal of temporary infrastructure and equipment could be shared with another municipality depending on demand.
- e. Review the potential for a year-round tennis facility. Tennis was identified by the working group as an opportunity for Penticton, particularly if an indoor tennis facility can be constructed to attract events in the winter months when hotels have significant excess capacity.
- f. Review the feasibility of expanding the BMX track to 1,000 feet to meet national standards. Site analysis currently underway (by the BMX club) to put forward a proposal to the City of Penticton.
- g. Ensure allocation policies regarding facilities are compatible with sport event bids. For example, if a bid has to be submitted one year in advance, yet the facility allocation is only six months before use, the bid cannot comply with current policies.

Although working group participants identified the need for a 50 metre pool for Penticton to be competitive with other BC communities (Kamloops, Prince George, and Kelowna) for high level swimming events (Provincial AAA and up) and for triathlon training, the City of Penticton is already investing in the construction of a new 25 metre pool. Therefore, it is not likely that a 50 metre pool is feasible in the near or medium term. The sport tourism organization may wish to place priority on other facilities related to high opportunity sports and events.

Tourism Asset Limitations

Generally, Penticton's ability to host major events is not limited by its tourism assets or accommodation and food and beverage capacity. Penticton benefits from excellent meeting and convention facilities, and abundance and range of accommodation and food and beverage options within easy walking distance of the major sport venues, as well as its reputation as a popular tourism destination. However, limited air access into Penticton is viewed as a weakness, as is limited hotel capacity during the summer months and a general lack of 3-star plus hotel rooms that are affordable.

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- a. In the short term, Penticton should focus its efforts on attracting sporting events that take place during the shoulder/low season months, when there is excess accommodation capacity, so that the potential lack of available accommodation is not a limiting factor for sport tourism. Also, as there is significant excess accommodation capacity during the shoulder and low seasons, the sport tourism organization will have greater success in engaging the accommodation sector in helping build sport tourism in Penticton with these seasons as the focus of effort.
- b. Encourage existing properties with potential to undertake renovations to upgrade the quality of accommodation, and as occupancy increases at existing properties, encourage the development of 3-star plus accommodations offering affordable prices. These upgrades and new developments not only benefit sport tourism, they also benefit tourism in general.
- c. To address the challenge of limited air access into Penticton, consider including ground transportation from the Kelowna airport to Penticton as part of bids. Over the longer term, together with Penticton & Wine Country Tourism, Thompson Okanagan Tourism Association and the City of Penticton, lobby air carriers to increase the frequency of flights into Penticton from Vancouver and re-introduce flights from Calgary.

8. PRODUCT DEVELOPMENT AND MARKET DEVELOPMENT TACTICS FOR SPORT TOURISM

a. Create Penticton's sport tourism organization.

As identified in 5. Organizational Structure, Penticton needs to set up a sport tourism organization, as a department of Penticton & Wine Country Tourism, as insufficient financial resources are available to set up Sport Tourism Penticton as a standalone organization. An advisory committee needs to be set up that includes a broad cross section of stakeholders involved in sport and tourism, including the municipality/government, local sport organizations, and tourism organizations. See 5. Organization Structure for further detail on the make up of the advisory committee. This advisory committee should meet with Penticton & Wine Country Tourism and discuss how the sport tourism department can be set up within its structure but with governance from the advisory committee rather than from Penticton & Wine Country Tourism's existing board.

Based on a review of other sport tourism organizations in Canada, a start-up sport tourism organization might start with a \$100K budget that includes one full-time staff member, ramping up to \$150K, and then building to \$300K or more if sport tourism is a major focus for the community. Penticton's sport tourism organization needs to secure funds to ensure 3 to 5 years of funding, as many sport tourism initiatives are longer term in nature.

Once the department has been set up, a sport tourism manager should be hired to take on the responsibilities of the sport tourism organization along with the advisory committee. Due to limited budgets, it is anticipated that one sport tourism manager is the sole employee of the sport tourism organization for the first 3 years, with administrative support from Penticton & Wine Country Tourism. This one individual would report to and work closely with the advisory committee. In years 4 and 5, a second employee is included in the budget.

The advisory committee, also due to limited budgets, is envisioned to be hands-on and takes on some of the tasks that the sport tourism organization needs to be undertaking. The new sport tourism organization will not be able to function well without these additional human resources. Prior to hiring the sport tourism manager, the governance of the sport tourism organization, the respective roles and responsibilities of the advisory committee and sport tourism manager, the job description for the sport tourism manager, and the level of administrative support provided by Penticton & Wine Country Tourism need to be written.

Responsibility: Penticton sport tourism working group / advisory committee, City of Penticton, Penticton & Wine Country Tourism

Budget:

- Years 1 to 3: \$60K to \$80K for salary and benefits for sport tourism manager, \$15K in year 1 for set-up and operational costs including computers and office equipment, \$15K for each of years 2 and 3 for operational costs (such as meeting expenses, travel, etc.), \$5K to \$10K annually for administrative costs (such as rent, stationery and collateral, accounting services, telephone, internet, etc. with the assumption that much of the administration needs can be donated)
- Years 4 to 5: \$65K to \$85K for salary and benefits for sport tourism manager, \$35K to \$45K for salary and benefits for sport tourism coordinator, \$30K in year 4 for set-up and administrative costs for new standalone organization (includes additional computers and office equipment, legal fees, creation of governance manual), \$30K to \$35K annually for administrative costs starting in year 5 (such as rent, accounting services, telephone, internet, etc.), \$30K to \$35K for operational costs (such as travel, meeting expenses including board meetings, stationery, collateral, etc.).

b. Implement a simple system for local sport organizations to use to approach accommodation properties for commissions for sporting events.

This would involve meeting with local sport organizations and accommodation properties to determine the parameters for this system. Variables to take into consideration include:

- Time of year of event (low season versus high season)
- Days of the week the event takes place
- Potential number of room nights
- Type of rooms and prices that participants and spectators might be expecting (for example, some youth events might require sharing of rooms and need low to moderately priced accommodation while some national level adult events might require more upscale accommodation)
- The range for commissions (a higher percentage might be given for low season rooms and a lower percentage – or even no commission – might be given for high demand times).

This system would be expected to be specific to Penticton and take into account when accommodation rooms are in higher or lower demand. While the “system” might be more of a systematic way of coming to an agreement than a set formula, having such a system means that both accommodation properties and local sport organizations need to understand the variables.

The commissions could then be used by the local sport organizations to help stage the sporting event and for sport development. The commissions also encourage local sport organizations to stage sporting events that attract out-of-town participants and/or spectators to help build Penticton’s sport tourism.

Responsibility: Penticton sport tourism organization (regardless of organization model chosen)

Budget: staff time.

c. Budget permitting, or over the longer term, implement hosting grants for local sport organizations.

The purpose of the hosting grants is to encourage local sport organizations to stage sporting events that attract out-of-town participants and/or spectators. These grants are in addition to the commissions from accommodation properties described above. The hosting grants recognize the economic benefits of sporting events that attract visitors from outside the community. It is envisioned that the hosting grants would be funded by the City of Penticton or by both the City and the sport tourism organization, as with other jurisdictions with hosting grant programs.

The specifics of the hosting grants will be determined by the amount of funding available but could include the following characteristics:

- Pre-event
 - Event organizers prepare an application that includes estimates of participants and spectators and projected economic impact using a prescribed economic impact model (see Tactic w.).
 - Municipal staff and/or sport tourism manager interview event organizers and confirm application and any special requirements for facilities.
- Post event
 - Municipal staff and/or sport tourism manager receive and reconcile receipts and tallies for overnight stays from event organizers and accommodation providers.
 - Event organizers complete the prescribed economic impact model for review by municipal staff.
 - Municipal staff and/or sport tourism manager calculates the grant amount (St. Catharines uses the following calculation although Penticton’s could be different) $15\% \times \text{facility cost} + (\$1.25 \times \text{room nights})$ and prepares a report for municipal council/sport tourism organization.

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- Once approved, municipal staff forwards cheque to event organizers with a copy of the economic impact statement for use in next year's sponsorship drive.

The outcome of these grants should be to increase the number of sporting events that have higher numbers of room nights. As these hosting grants are provided after the event is over, they could be applied to development of the next year's event or to sport development. The information required for the hosting grant applications should be consistent with the tracking and evaluation requirements of for sport tourism (see Tactic u. - Track each type of sporting event taking place in Penticton.)

Responsibility: City of Penticton and/or sport tourism organization.

Budget: to be determined but could range from \$25K to \$100K annually.

d. Build a list of key influencers in the Penticton sport tourism community.

In addition to members of the board/advisory committee of the sport tourism organization and local sport organization leaders, develop and maintain a list of other key influencers in Penticton who are well connected and who could be important in efforts to acquire provincial, national and international sporting events, particularly individuals who may sit on the boards of these organizations.

Responsibility: Sport tourism organization.

Budget: Staff time.

e. Implement ongoing communication and relationship building for local sport organizations, municipal council and staff, School District 67, Penticton Indian Band, tourism businesses, and key influencers related to sport tourism.

Currently, many local sport organizations, municipal council and staff, and tourism businesses may not be aware of the activities of the other groups with regard to sport tourism or may not have close relationships with the other groups. Local sport organizations may be staging sporting events without engaging the other groups and thus could lose the opportunity to maximize the economic benefits of the sporting events. The municipality and tourism sector may not have the support of some local sport organizations in their interest in pursuing sport tourism for Penticton.

Ongoing communication is needed to keep people and organizations informed that are within the three pillars of sport tourism and to further engage them. With information such as what each of the three pillars are doing with regard to sport tourism, case studies about how different organizations are working together to bid for and stage sport tourism events, tips about how people and organizations can get involved, this ongoing communication can be in the form of e-newsletters, presentations, attendance at meetings, etc. Initially, in-person meetings are recommended to establish the relationships.

Responsibility: Sport tourism organization.

Budget: Staff time.

f. Meet with the appropriate departments of the City of Penticton, Regional District, Ministry of Highways and the appropriate federal authorities to review sport tourism requirements for infrastructure and other improvements related to priority sport tourism opportunities.

Working group members identified the following list of improvements related to specific sport event opportunities. This list should be viewed as a starting point and should be updated once the list of potential sporting events for which Penticton can bid is finalized (see Tactic k).

Cycling – mountain and road

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- Clean roads earlier in the year
- Provide shoulders on more roads
- Create bike lanes with safety enforcement
- Recognize and protect trails (Campbell Mountain)
- Provide more trail corridor through the city

Triathlon

- More accommodations for road closures

Field Sports

- Upgrades to existing fields and diamonds

Ice Sports

- Make bookings easier for sports other than hockey

On-water Sports

- Support from City for use of parks, buoys, course, etc.

General

- Streamlining processes within the City of Penticton

Responsibility: Sport tourism organization.

Budget: Staff time.

g. Reach out to local sport organizations about sport tourism.

Meet with local sport organizations to review the highlights of the sport tourism plan, review the role of the new sport tourism organization, and obtain their input to potential event hosting opportunities not previously identified.

Based on the sporting events identified in 6. Focus of Effort, and the priority opportunities identified in this plan and by the board/advisory committee of the sport tourism organization, meet with the respective local sport organizations to determine their interest in working together to attract and host sporting events in Penticton, particularly those that are not directly represented on the sport tourism organization board/advisory committee. As hosting sporting events may not be the highest priority for local sport organizations, the sport tourism organization can assist in planting the idea, in providing support for bid preparation, and ensuring the local sport organizations are aware of the accommodation commissions and sport hosting grants (if implemented) that are available to help stage the event and to put toward sport development.

Using the findings from the Penticton Sport Tourism Survey (Appendix 4 to the Situation Analysis) as a base, hold further discussions with sport clubs regarding what services could be provided by the sport tourism organization to enhance each sport's overall organizational capacity.

Responsibility: Sport tourism organization.

Budget: Staff time.

h. Consider establishing a Penticton sport council.

This sport council would act as the coordinating body for all the sport clubs in Penticton, and could then provide the sport representation on the board/advisory committee of the sport tourism organization.

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It will be important to ensure that the mandates and functions of the sport tourism organization and sport council are clearly defined such that the activities of the sport council are complementary to the activities of the sport tourism organization.

Sport councils collaboratively promote sport and recreation and healthy living initiatives and usually involve community sport, parks and recreation leaders and health services organizations. As such, they are primarily concerned about sport for residents and typically see sport tourism as a means to raise the level of competition and fund sport development. For more information about setting up a sport council, 2010 Legacies Now can assist. Contact Tom Walker, Director, Participation, Sport and Recreation, 2010 Legacies Now, twalker@2010legaciesnow.com, 778-327-5147.

The working group identified the need to centralize and coordinate some administrative and organizational tasks for sport organizations and the sport council could potentially fulfill this role.

Responsibility: Sport tourism organization, sport clubs, City of Penticton, Penticton & Wine Country Tourism.

Budget: Staff time.

i. Develop online resources for sport tourism.

These online resources would include:

- An intranet website for the sport tourism organization to provide information to sport tourism partners including sport organizations and tourism businesses, that includes a sport tourism toolkit of online resources.
- A sport tourism section of the www.tourismpenticton.com website with information for sport event rights holders.

The intranet website would essentially be a tool kit of online resources that is password protected and could include:

- Support available through the sport tourism organization
- Key contact list for sport tourism resources, facility bookings, etc.
- Up to date sport tourism inventory including facilities, accommodation and food and beverage that can be used in bid packages.
- Information on accommodation commissions and sport hosting grants, including forms, criteria, how to apply, etc.
- How to guides for:
 - Bidding on sport events
 - Event hosting
 - Attracting, organizing, motivating, and recognizing volunteers.

The sport tourism section of the www.tourismpenticton.com website would include information relevant to sport event rights holders such as detailed information on sporting facilities and links to other information contained within the website such as accommodation, food and beverage, etc. (The information on sport tourism would be similar to the current section on meetings and conventions.) This tactic does not recommend a separate sport tourism website. As any tourism marketing needs to coordinate with Penticton & Wine Country Tourism, information for participants and spectators and information for sport event rights holders should be part of its marketing efforts.

Responsibility: Sport tourism organization, Penticton & Wine Country Tourism (for webpages relating to participants, spectators, and sport event rights holders) .

Budget: Staff time plus \$5K.

j. Develop and implement event hosting seminars for local sport organizations.

Seminars could include event bidding, hosting and creating sustainable legacies and build upon materials provided in the sport tourism organization's online sport tourism toolkit (see Tactic g). Attendance at these seminars could be mandatory for sport organizations that have limited event hosting experience and are hosting events in Penticton municipal facilities. These seminars could be conducted by the sport tourism manager, consultants, or guest speakers.

Responsibility: Sport tourism organization.

Budget: staff time plus \$8K, with meeting space provided by accommodation partners.

k. Ensure sport tourism and event hosting needs are represented in planning processes for the building or upgrading of sport and recreational facilities.

While it rarely makes economic sense to build facilities specifically for sport tourism, it does make sense to incorporate sport tourism requirements into a facility to ensure it can be used both for residents and for competitive sporting events. A common example is adding sufficient spectator seating for national level events.

A number of new sport facilities were identified by the working group:

- Boating/paddling centre on the lake
- Aquatics centre/swimming structure on the lake
- Indoor tennis facility
- Expanded BMX track
- Field sport complex, including field house

See Section 7. Limitations of Sport and Tourism Assets for further detail.

Responsibility: Sport tourism organization.

Budget: Staff time.

l. Keep common information required for bids up to date.

This common information includes the sport tourism inventory that was prepared as part of the Community Sport Tourism Development Program (i.e. sporting facilities, accommodation, food and beverage facilities, previous event hosting experiences) and Penticton's list of sporting facilities on www.Hostingbc.ca.

In addition to the information already collected, a description of the unique aspects of Penticton as a destination (as they relate to sport tourism), general community profile including demographics and population are commonly required for bids,

Keeping this content up to date will not only ensure Penticton's facilities are considered by those using the website but will also assist with preparation of bids. This information should be easily accessible to sport organizations such that the information can be easily inserted into new bids. The responsibility for keeping the information up to date could rest with the sport tourism organization or with those responsible for the specific facility (with the sport tourism organization playing a coordination role).

Responsibility: Sport tourism organization, sport facilities, City of Penticton, Penticton & Wine Country Tourism.

Budget: Staff time.

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m. Build and research the list of potential sporting events for which Penticton can bid, beginning with the events identified by the working group as areas of opportunity.

The starting point should be the list identified in 6. Focus of Effort, the draft list of sport event opportunities identified by the sport tourism working group (below), and any potential created events.

The following list includes event opportunities identified by the working group in the February 3 planning session, subsequent submissions by working group members, and opportunities identified in the Situation Analysis. This list should be viewed as a starting point and should be completed with local sport organizations (see Tactic g.), as there needs to be interest among the respective local sport organizations for hosting events in their sport. The advisory committee of the sport tourism organization will then need to prioritize the list based on the available resources.

In addition, it should be noted that some of the potential events identified by the working group are at higher levels (e.g. national level versus provincial in curling) than the levels identified by sport in 6. Focus of Effort. The reason for this difference is that the higher level events identified by the working group took into consideration primarily the sport facility while the levels in Focus of Effort also took into consideration the current capacity of the sport organizations based on the survey results as outlined in Section 10. of the Situation Analysis. While the South Okanagan Events Centre has the capability to host many major events/national championships in tennis, curling, all ice sports and gymnasias sports, the local sport organizations may need to develop greater organizational capacity in order to host these higher level events.

Outdoor Aerobic sports

Cycling – mountain bike, road and BMX (can be shoulder season)

- Championship series (BC Cup),
- Centurion Ride
- BMX national level event
- Mass participation rides (mimic Melbourne around the Bay)
- Challenge destination ride – Anarchist

Running – road and X-country

- Boston Marathon qualifying race
- 100 mile trail race(s)
- Summit series

Race walking tournament/race/events

Triathlon

- Add half marathon
- ITU race
- Include camps and training
- Conference, Expo

Adventure/Xterra events

- Tough race (modeled on race in UK)
- Ski to sea relays
- National series Enduro event (dirt bikes)

Orienteering

- All levels (reg. international)
- Sanctioned and invitational

Life Sports

Golf

- Men's and ladies' and junior zone tournaments
- Need another golf course to take advantage of the opportunity

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- Penticton accommodation could support events in Oliver, Summerland, Osoyoos

Tennis

- Davis/Fed Cup events level at SOEC
- Provincial junior/adult/masters provincial level tournaments
- Provincial camps
- BC High School Tennis Championships
- Tennis Canada/Tennis BC conference or AGM

Swimming

- International open water events
- Triathlon training camps
- Masters/Para/Special Olympics provincial championships and tournaments
- Regional swim camps
- Diving/synchro/water polo regional or provincial championship
- Advanced aquatics courses
- Lifeguard competitions

On-Water Sports

Outrigger

- World championships
- National qualifier
- CORA cup events
- Long distance events
- Training camps
- Coaching clinics

Dragon Boat

- World and Canadian championships
- Training camps
- Breast cancer event
- Junior/school tournament
- Women's championships/seniors

Other

- Marathon/flat water/surf ski/war canoe
- Paddle festival
- Standup paddling (rapidly developing sport)
- Windsurf/kite surf
- International wakeboarding championships
- BC and Canadian yachting events
- Provincial rowing events
- Training camps in all of the above

Snow Sports

Ski

- Any junior tournaments or championships
- World Cup Freestyle, including half pipe
- Provincial and national championships – freestyle
- Canadian series events – freestyle and alpine
- J1 national alpine championships

Snowboard

- Provincial and regional championships – boardercross and PGS

Nordic ski

- National and provincial cross country skiing events
- BC and Canadian series events

Snowshoe racing

- Winter triathlon (build on Uller's)

Snowmobile

- National snowmobile hill climb and snow X championships

Ice sports

Hockey

- RBC and World Junior A Challenge Cup - Junior A hockey club/South Okanagan Events Centre (SOEC)
- Canucks Rookie Camp - City of Penticton/SOEC
- Annual invitationals
- Summer hockey schools skills competitions

Curling

- Scotties Tournament of Hearts - Curling club/SOEC
- BC and Canadian qualifier events

Other

- SOEC and/or the Memorial Arena could host:
 - Canadian/provincial figure skating championships
 - National short track speed skating
 - National juvenile broomball championships
 - National ringette championships

Field and gymnasium sports

Field sports

- A multiple community coordinated effort to host:
 - Provincial soccer tournament (youth)
 - Ultimate (provincial/national)
 - Minor baseball (provincial/national)
 - Rugby (provincial/national)
- Softball tournaments (invitationals)

Gymnasium

- SOEC could host:
 - Mixed martial arts (MMA) - international/national championships and professional competitions
 - High school volleyball and basketball provincials

Multi-sport games (identified in Situation Analysis)

- Provincial multi-sport games, especially the Seniors Games
- Masters multi-sport games and single competitions

Research sporting event needs

Once the long list has been finalized, each sporting event needs to be researched to understand the bidding requirements and timetable. Each event will have its own sequence of when bids are invited for events taking place by year, with national and international events typically with longer lead times and with specific rotation patterns.

Once the initial research has taken place, the list should be reviewed by the sport tourism board/advisory committee and the most likely opportunities should be identified. Tasks should be assigned to the sport tourism manager and board/advisory committee members, local sport organizations, or other community leaders on more thorough research. The research could include:

- Request a copy of the bid guidelines
- Find out how many competitors/participants are expected and have participated in previous events

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- Determine whether the required competitions/practice facilities are available in your community
- Find out the dates, check if they are flexible and whether the dates conflict with other events at your community's facilities
- Find out the cost associated with bidding, including sanction fees and guarantees
- Check the timelines that are given to prepare and submit the bid
- Determine who would be responsible to act as "legal host" of the event – municipality, local organizing committee, sport organization, etc.
- Find out who else is bidding
- Determine if there are politics involved in the bid (sometimes the best bid does not win, as the rights holder may choose to reward a community that has new facilities or may choose to go to a new community to further build the sport)
- Determine whether Penticton has any connections to the selected opportunity (e.g. whether particular individuals in Penticton have relationships with those making the decisions – this can give the rights holder a level of confidence in the bid committee)
- Begin intelligence work through reports from past events, whether the event made money, what was the attendance, sponsorship levels, etc.

Once the research has taken place, Penticton can decide whether it has a good chance of winning a bid and whether it is worth its while to take the time to prepare the bid.

Responsibility: Sport tourism organization with local sport organizations.

Budget: Volunteer and staff time.

n. Build and maintain positive relationships with event rights holders, particularly for those events identified as high potential event opportunities for Penticton (see Tactic m above).

This includes activities such as:

- Continuing to participate in the BC Sport Tourism Events Marketplace (attended in 2005, 06, 07, 09)
- Providing collateral materials promoting Penticton as a sport tourism destination to Tourism BC for distribution at rights holders events that it attends or sponsors (e.g. Canada Sport for Life Workshop – Ottawa, April 7-8, 2010)
- Attending the Canadian Sport Tourism Alliance Sport Events Congress and participating in the Sport Events Exchange
- In conjunction with local sport organizations, conduct one-on-one meetings/calls with event rights holders in key priority events.

Responsibility: Sport tourism organization.

Budget: Staff time plus \$2K for travel and registration fees.

o. Support the preparation of bids for selected sporting events.

After the research has been completed and there is a short list of sporting events for which Penticton is believed to be a strong contender, the preparation of bids can begin. The bid preparation can include the following steps, depending on how competitive the sporting event is (the more competition there is, the more likely the bid process will be more formal):

1. Determine potential impacts of hosting the sporting event
2. Obtain approvals from stakeholders
3. Assemble the bid committee
4. Prepare the bid
5. Present the bid
6. Communicate bid results.

Following are the details of each step.

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1. Determine Potential Impacts of Hosting the Sporting Event

Once the research has been done, the next step is to do an actual assessment of the event and what the impacts of hosting that event will have on Penticton. Some of the key factors to consider:

- Municipal impact – how would the event affect economic development of Penticton? Could the event help accelerate downtown renewal? Could the event facilitate the upgrading of or the development of new sport facilities? Could the event build a more positive image of Penticton?
- Socio-cultural impact – can the event assist with job creation, civic pride, volunteer development, enhanced infrastructure for the benefit of residents?
- Fiscal / administrative responsibility – is there enough capacity in Penticton to hold the event? Can Penticton develop a sufficiently strong business plan so the event can be financially viable?
- Sport impact – how does the event enhance the sport capacity in Penticton? How does it aid sport development (coaches and technical officials) and support local sport organizations?
- Tourism impact – does the event take place during a period when there is excess room capacity or will it displace existing visitors? If it displaces existing visitors, is the event prestigious enough and does it generate enough media attention for Penticton to warrant the minimal economic impact? (An example is the 2010 Winter Olympic Games – the net economic impact to Whistler is likely minimal during the 2010 winter season, as Whistler is typically at capacity during that time but the media attention gained can likely build Whistler's business over the long term.)

2. Obtain Approvals from Stakeholders

Once the event appears to be feasible to host, the necessary approvals need to be obtained from the various partners and stakeholders to ensure they are backing and supporting the effort to bid on and host the event. It is important to note that this includes supporting the event once it has been awarded to Penticton. This would include:

- Determine what steps are required to go to the next stage – city council approval, etc.
- Determine whether the funding is available – community driven, other municipalities, partners, provincial/federal governments
- Obtain local sport support – needed for provincial event
- Obtain provincial sport support – needed for national event
- Obtain national sport support – needed for international event.

3. Assemble the Bid Committee

After support has been gained for the bid, it is time to determine the group/committee that will develop the bid and gain the necessary support from your community. This group/committee should be selected carefully and include influential individuals with recognized leadership within Penticton including:

- Political and community leaders
- Local sport expertise (particularly those with connections to the rights holder)
- Operational expertise in all areas of organization – sport technical, finance, special events etc.
- Business community leaders.

With the bid committee now in place, it is time to engage them in preparing the bid and identifying their roles and responsibilities throughout the process. This should include the following steps for each committee member:

- Review the bid guidelines with the bid committee
- Outline information required by each operational area
- Determine and set deadlines, review information and progress
- Determine the cost of the bid – committee work, printing, site review, meetings, travel etc.
- Outline roles and expectations of committee members.

4. Prepare the Bid

The bid committee must determine the essential elements / information that would be required to include in the bid -- from the bid guidelines. Not only should the bid follow the bid guidelines but it will be important to consider what will separate your bid from other bids being submitted. This could include the following:

- Community overview - what is unique about Penticton and its attractions compared to other communities that might be submitting bids, general community profile including demographics and population, previous event hosting experience
- Host organizing committee overview – vision, mission, goals/objectives, measurable success indicators, operating structure, key individuals
- Business plan that is validated and has details on:
 - financial projections
 - human resources and volunteers, including recruitment, training, and recognition
 - marketing and sales plans
 - fundraising and sponsorship
 - legacy proposals
 - economic impact study
 - critical path (including transition from the bid committee to the organizing committee)
- Operational plan that has details on:
 - transportation – internal/external
 - accommodations – capacity, type, price points
 - food services – per diem, vouchers
 - ceremonies and special events
 - event leadership and organizational structure
 - facilities – existing contracts – do they conflict, cancellation clauses, flexibility, partners, clean venues, etc.
 - information technology
 - security
 - sport-specific information – expertise, infrastructure, cad drawings, specifications etc.
 - whatever else the bid guidelines indicate.

An important element once the bid material has been developed is to conduct an evaluation of the material:

- Review bid with sport groups, service groups, key decision makers, corporate stakeholders, facility managers, etc.
- Review bid and financial plan with city officials and/or other funding partners
- Refine and make changes to prepare the final product.

5. Present the Bid

Once the bid committee has evaluated the final product, it is time to determine the format that will be used to form the final bid package that will be submitted and next steps if there is a bid presentation. Considerations include:

- Obtain and put together binding, print type, paper type, cover, pictures, CD Rom, DVD
- Determine who presents at presentation if there is one
- Understand what is permitted at the presentation (gifting)
- Ensure there are knowledgeable people at each venue if a site evaluation is taking place by the rights holder
- Showcase the community and it's commitment
- Be ready for any question
- Send them away with NO DOUBT that Penticton can do it.

At this point, it is important to keep in mind some other very important elements of a bid and the bid process itself:

- Plan to win all phases of the bid process
- Practice due diligence throughout the bid phase

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- Always remember the care and comfort of the participants
- Ensure you have 110% support from all involved
- Showcase what is UNIQUE about your bid
- Focus on the aspects of the bid that will win you the bid and where Penticton can make a difference
- Always do a couple of dry runs of your presentation!

6. Communicate Bid Results

Once the decision is made by the rights holder and you are notified of the decision, it is important to communicate this to your community regardless of whether you were successful or not:

- Organize a press conference to announce final decision – successful or unsuccessful
- Make this an opportunity to thank the community
- Announce next steps
- Keep it positive.

Responsibility: Sport tourism organization with local sport organizations.

Budget: volunteer and staff time plus \$5K for bid expenses.

p. After winning a bid, assist the event organizers with the business aspects of planning the event.

Currently, some local sport organizations in Penticton have the organizational capacity to host sporting events (refer to the Situation Analysis, Section 10. Assessment of Penticton's Organizational Capacity), while others could use assistance and support in building organizational capacity within their organizations to enable them to host events that attract significant out-of-town participants and/or spectators. While local sport organizations may be well versed in the technical aspects of running a sporting event, there are many other aspects to a sporting event where they could use additional capacity.

Once Penticton wins key sporting events, the sport tourism organization can provide support and assistance in a number of areas of planning and staging a sporting event including:

- using its contacts and resources to obtain products and services at discounted prices or as donations
- obtaining sponsors for the event
- coordinating with the City of Penticton's various departments
- finding additional volunteers from the community, business, and tourism sectors
- publicising the event.

Having the right organizational resources can make the difference between a frustrating event experience with disappointing results and a hugely successful one. However, the "right" resources will differ depending on the event, as a local event run completely by volunteers will be quite different from a major international sporting event with a large budget and with paid and volunteer staff. There is no single solution and there are numerous options to consider and principles that have broad application.

The following provides an overview of best practices the key functional areas in organizing and resourcing sport tourism events with further detail on the role of different organizations in staging a sporting event provided in Appendix 2 - Best Practices in Organizing and Resourcing Sport Tourism Events.

If Penticton has not already addressed the event program in the bidding process, the following areas need to be addressed before moving on to organizing the event itself:

- Confirm the dates of the event
- Understand the potential number of participants and spectators and ensure the facilities will accommodate that number

PENTICTON SPORT TOURISM PLAN

- Ensure the sporting facilities and hospitality facilities (such as accommodation) are secured
- Establish the schedule and activities associated with the event (such as social and award functions).

The core team that will be organizing the event will need to be established, ideally including some people who were part of the bid process. The core team could include one or more members of the sport tourism organization through its board, staff, or committees to ensure the core team for each event (this is essential for the larger events) benefits from the knowledge built up by the sport tourism organization. This core team would form the host organizing committee, often established as a not-for-profit society so it can enter into contracts as a legal entity. For smaller events, a sport club might serve as the legal entity although all members of the host organizing committee may not necessarily come from the sport club.

Regardless of the type or size of an event, there are four key functional areas to consider when organizing a sporting event:

- funding and sponsorship
- marketing and promotion
- event staffing and volunteers
- event operations.

Funding and Sponsorship

All sporting events require a budget to pay for items such as venue setup, athlete recognition, provision of officials, food and beverage, etc. The amount can vary substantially depending on the size of the event. The funds to cover these expenses can come from the following (and most events utilize all these sources of funds):

- Government grants from municipal, provincial, or federal governments. For example, the City of Kamloops through the Tournament Capital Program has a grant program that provides funds based on the type of tournament being held.
- Operating revenue such as gate receipts, concession revenues such as snack bars and beer gardens, hotel commissions, and product licensing arrangements. For example, some events are paid a percentage of the total hotel room revenues by the host hotel(s).
- Corporate sponsorship where a company provides cash and/or goods or services for promotional value or corporate citizenship. The bigger an event becomes, the more important corporate sponsors become. As an example, the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games' (VANOC) corporate, international and domestic, sponsorship commitments make up 59% of its total revenue³

Contributors provide funding in two ways:

- Cash or cash equivalents where funds can be used with or without restrictions and can be in the form of hosting grants, sponsorship fees, or loans.
- Value-in-kind (VIK) where goods and services are provided to support the event. These should be goods and services that the event would have otherwise purchased. VIK contributions are the most common form of contribution for an event.

Marketing and Promotion

A successful event requires a detailed marketing and promotions plan and resources to implement it. If an event is sanctioned, the sanctioning body (provincial, national, or international) often has some marketing vehicles that help to promote the event.

Sometimes the marketing and promotion plan must consider the residents of the community in which the event is being held if the event is using facilities that could be disruptive to residents (e.g. marathons, triathlons). As an example, for events that could be disruptive to residents, the City of Vancouver requires event organizers to undertake a series of activities including community meetings

³ Total domestic and international sponsorships are expected to be \$961,404,000 and total revenue is expected to be \$1,629,269,000. See <http://www.vancouver2010.com/dl/00/61/92/-/61922/prop=data/fc0usl/61922.pdf>

PENTICTON SPORT TOURISM PLAN

for residents and interested parties, meetings with local businesses and community groups, and meeting with council prior to being given permission to proceed.

Event Staffing and Volunteers

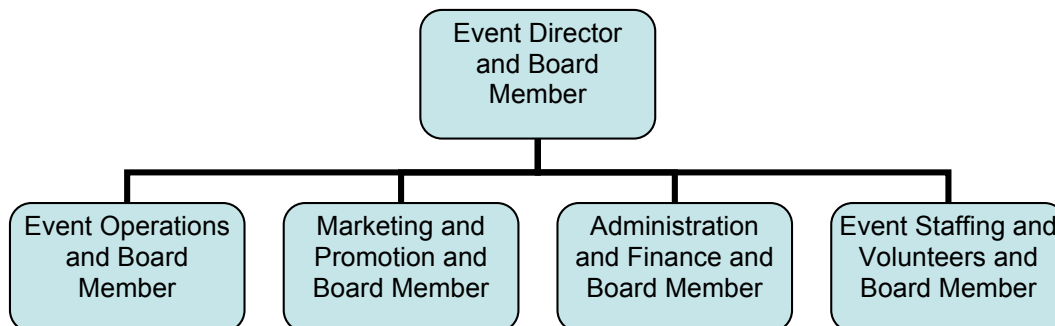
The type of organizational model used by an event depends on the type of event, the sport, and the size of the event. The following are examples of models used in event staffing:

- A non-profit entity using volunteers only. This is a model used by most sport clubs and the sport club entity may in fact be the event entity.
- A non-profit entity using a combination of paid staff and volunteers. This is often a new entity established for the sole purpose of running a particular event, e.g. 2009 World Police and Fire Games. In some cases, the paid staff could be provided through an event management company.
 - The BG Vancouver Triathlon World Championships Vancouver 2008 used a paid team of 4 local people, supported by the International Triathlon Union (ITU) headquarters staff, to oversee 1,300 volunteers. The 2007 event was organized by ITU staff supported by an event management company and 300 volunteers.
 - BC Hockey, one of the largest sports organizations in the province representing over 75,000 players, referees, and volunteers, uses volunteers to stage tournaments within the province. BC Hockey volunteers are supported by a paid administrative team at BC Hockey's head office in Saanichton, BC.
- A for-profit entity using a combination of paid staff and volunteers. Outback Events, a small event management company, stages the Oliver Half Iron triathlon event each June in Oliver, British Columbia. Paid staff fill key organizational roles while volunteers act as race marshals, race officials, and provide medical services.

Generally, smaller events are operated with an all volunteer team. Larger events will often have some paid staff. Events that involve major corporate sponsors, as title or presenting sponsor often require paid staff in one or more key positions.

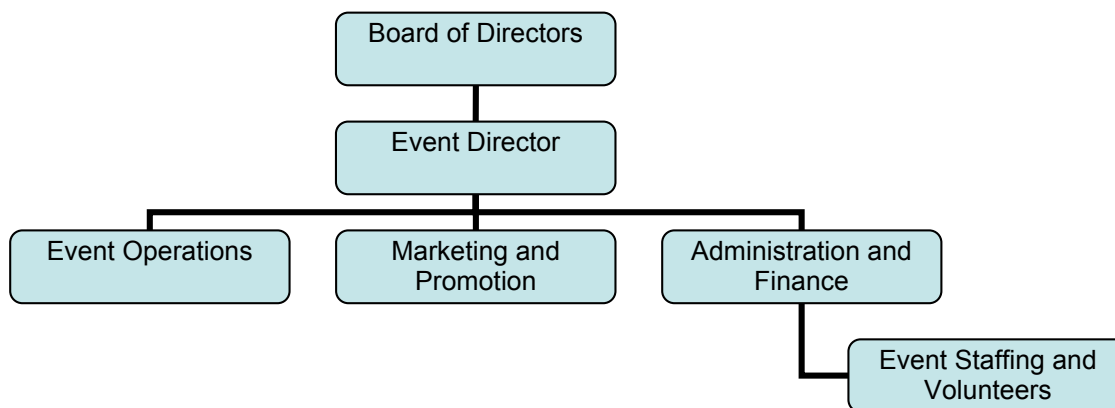
A couple of typical organizational charts follow, with the first one showing a smaller organization with a hands-on board of directors taking on functional responsibilities.

Organizational Chart for Smaller Sporting Event



The second chart shows a more formal, larger organization that has an event director separate from the Board of Directors. For larger events and organizations, one or more positions might be paid positions. The chart shows only the top positions for the key functional areas, as there would be many more people supporting each of the functional areas.

Organizational Chart for Larger Sporting Event



Event Operations and Event Staffing and Volunteers are two areas where there are large requirements for people resources.

- The Event Staffing and Volunteers function helps to ensure the event has the people resources it needs across all functional areas including Event Operations, Marketing and Promotion, and Administration and Finance. For a smaller host organizing committee, the Event Staffing and Volunteers function often reports directly to the Event Director. For a larger host organizing committee, it might report through the Administration and Finance area.
- Event Operations include technical operations and venue operations. These might be two separate teams for larger events.
 - The technical operations team’s responsibility is to conduct the sport competition on the field of play (FOP). This includes medical (and anti-doping if applicable), timing and scoring, sport equipment, and sport presentation.
 - The venue operations team is responsible for the provision of and management of the event venue. This includes transportation, security, logistics, and technology.

Responsibility: Sport tourism organization, City of Penticton, Penticton & Wine Country Tourism, tourism businesses to assist the event organizers and involved local sport organizations.

Budget: volunteer and staff time. It is anticipated that each event would have its own budget.

q. Assist event organizers in maximizing the tourism benefits of the planned sporting events.

While event organizers and local sport organizations may be well versed in the technical side of staging a sporting event, they may not be as experienced at maximizing the event’s tourism benefits. Penticton’s sport tourism organization, Penticton & Wine Country Tourism and the tourism industry can provide a great deal of assistance in making an event valuable not only for sport development but for economic development as well. Through accommodation commissions and sport hosting grants (if these tactics are implemented), event organizers are encouraged to attract out-of-town participants and spectators.

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Attracting more out-of-town participants and spectators and increasing their length of stay can further increase the economic benefits to Penticton. Some ideas for consideration include:

- Communicating to participants well in advance of arrival and sending them information about what there is to see and do in Penticton may encourage them to stay longer on their trip to attend the sporting event. These activities should be ones that are attractive to sport tourists and unique to Penticton and area including wine touring and farmers' markets, outdoor adventure activities, and beach and lake leisure activities.
- Providing incentives to participants and spectators to experience more of Penticton than just the sporting event with coupons and special offers from businesses in Penticton. These provide information about visitor experiences in Penticton and help make participants and spectators feel welcome. These incentives can be provided as part of a welcome package for participants and the event program for spectators.
- Encouraging accommodation providers to promote area attractions and businesses to guests.
- Making it easy for participants and spectators to experience other parts of Penticton with an information desk at the sporting venues and/or accommodation properties, shuttle service to other visitor experiences, special tours that stop at specific attractions, etc.
- Coordinating with Penticton & Wine Country Tourism to utilize its media relations and marketing team to promote the upcoming sporting event to potential visitors. This might involve including the sporting event in media relations messages, including the sporting event in the list of events on the Penticton & Wine Country Tourism website, making it easy for potential visitors to purchase tickets to the sporting event such as links to the sporting event website, selling tickets to the sporting event at the Visitor Centre, etc.

Responsibility: Sport tourism organization, Penticton & Wine Country Tourism, tourism businesses to assist event organizers and involved local sport organizations.

Budget: Volunteer and staff time plus \$5K in printing costs.

r. Work with other Okanagan communities to identify joint sport event hosting opportunities.

This could include point-to-point events from Penticton to other cities, such as cycling stage races and grandfondo tours as well as cup series such as NorAM alpine races at the Okanagan Valley ski areas.

It could also include events for which Penticton on its own does not have the facilities to host, but in conjunction with Summerland and others, could have potential. Working group members identified soccer and softball as potential areas for collaboration and where the communities are already working together.

There can be a number of benefits to collaborating with other communities which include:

- Helping to build Penticton's organizational capacity to host higher profile, larger events
- Building Penticton's hosting resume in sports in which it does not currently have the facilities to host on its own
- Increasing room nights to Penticton by being the host of a larger sporting event that requires sport facilities that are not available in Penticton.

Responsibility: Sport tourism organization.

Budget: Volunteer and staff time, with any event-related costs covered in bid budget.

9. RESEARCH AND EVALUATION TACTICS FOR SPORT TOURISM

s. Track organizational capacity of Penticton's sport clubs.

The sport tourism organization should consider setting goals to increase the organizational capacity of Penticton's sports clubs using the ratings in Section 10, Table 2 of the Situation Analysis as a base. Short- and long-term targets should be established, particularly in sports/events that have been identified being the highest priority opportunities for building sport tourism in Penticton.

Responsibility: Sport tourism organization, local sport organizations.
Budget: Volunteer and staff time.

t. Track each type of sporting event taking place in Penticton.

Building on the inventory of sport events completed for this plan, the Penticton sport tourism organization, in collaboration with event organizers and local sports organizations, will need to consistently gather information on an ongoing basis on the sporting events that Penticton hosts. Consistent with the Community Sport Tourism Development Program sporting event inventory, this information should include:

- Name of event
- Dates
- Description
- Total number of athletes
- Total number of spectators
- Number of out of town athletes
- Number of out of town spectators
- Number of room nights
- Number of volunteers
- Number of paid staff
- Operating budget
- Sources of operating budget
- Capital costs
- Sources of capital expenditures
- Other comments

The list of sporting events can be grouped by sport and also by level (i.e. regional, provincial, national, and international). With this list of information, the sport tourism objectives for Penticton can be tracked on a regular basis. The progression by level and by sport can also be tracked to better understand in which sports Penticton has better success than others.

The information needs for hosting grants should be consistent with this tactic to ensure information can be used for multiple purposes and can be as efficient as possible for all concerned.

Responsibility: Sport tourism organization, event organizers, local sport organizations, Penticton & Wine Country Tourism, City of Penticton.
Budget: Volunteer and staff time.

u. Track number of and success of each bid.

To understand the success rate of the bids that Penticton submits, a master list of bids should be prepared. This list could include information such as:

- Event
- Sport
- Level (regional, provincial, national, international)
- Successful bidder
- Learning from bid process.

Over time, this list will help Penticton determine which sports and which levels in which it has better or worse success than other communities. The methodical description of learning from each bid process should allow Penticton to further improve its bids over time.

Responsibility: Sport tourism organization, bid committees.

Budget: Staff time.

v. Work with accommodation properties to track number of room nights resulting from sport tourism.

The number of room nights attributed to sport tourism is one of the measures of success for sport tourism in Penticton. A simple tracking system needs to be put into place that is easy for accommodation properties to fill in and the sport tourism organization to administer. Tourism BC has an accommodation tracking system that could be adapted for use for sport tourism. It is envisioned that the accommodation properties would fill in a simple form on a monthly basis and then provide the information to Penticton's sport tourism organization.

For information on how to implement this system, the contact at Tourism BC is: Research & Planning, tel: 250-387-1567 or 1-877-877-8811, email: research@tourismbc.com

While the templates for sporting events for the Community Sport Tourism Development Program include an estimation of room nights by the event organizers, room nights should also be tracked through accommodation properties to obtain robust and cross-referenced data.

Responsibility: Sport tourism organization, Penticton accommodation properties, Penticton & Wine Country Tourism, Tourism BC Research Department.

Budget: Staff time.

w. Calculate the impact of major sporting events.

The impacts of sport tourism include both the economic aspects, especially tourism, and the achievement of defined sport and socio/cultural objectives. Sport event hosting goals are typically segmented into three areas:

1. Economic Development: increased financial return to host communities and the province, including tourism revenue generated
2. Sport System Development: increasing capacity within the community and BC's sport system, especially athlete development and improving facility infrastructure
3. Social and Community Development: the host community benefit from sport group capability to host future events and increased community pride.

With little standard evaluation practice in the industry, the opportunity to learn from one event to another is frequently limited. In order to develop improved strategies over time and to be able to discuss benefits of sport hosting with stakeholders, it is important that Penticton assess the impacts of events using a reliable methodology. While many sport events may be too small to merit in-depth

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evaluation, the costs and benefits of major events, especially new events, should be systematically evaluated to review return on investment in sport hosting.

Recommended Approach to Measuring Economic Impact

While opinions in the industry are many and varied, and “best practices” are often tempered by the pressures of time and priorities, the following is recommended for Penticton as it increases its focus on sport tourism.

1. First, benchmark current sport hosting and the broad estimate of the magnitude of impact for previous events. Complete an inventory of events, the number of out-of-town attendees (as described in Tactic u. above), how many are day visitors, how many are overnight, the length of stay and estimated daily expenditure.
2. As events are held or new events considered, routinely estimate the tourism impact, beforehand to help evaluate the value in bidding, and “post-event” as part of the assessment, using the “broad estimate” approach.

Pre-Bid or Post- Event Broad Estimates

It is recognized that sport event organizers often need to prepare broad estimates to determine whether a bid is worth undertaking or to provide a quick order of magnitude. During the pre-bid phase, some sport event organizers rely on the estimates provided in the bid package by the event rights holder that will often estimate the number of participants and economic impact.

Others may use simple calculations based on numbers of participants or room nights, average rates, number of days/nights, and/or daily expenditure averages, often “rules of thumb” applied across many events, not fine-tuned for each individual event. Penticton might use its standard leisure daily spending rate as a base, or this could be judgmentally increased or decreased on a case-by-case basis for the type of event. A lower figure may apply for youth events, certainly if billeting or dorms are used. When parents come with their children, party size can be beneficially high.

These broad estimates are not recommended for good forecasts of expenditure and economic impact. Variations between broad estimates and survey-based estimates may be large. The purpose is only to get an order of magnitude as a starting point. As experience builds, the learning from surveys can be used to refine this procedure for Penticton going forward. A simple way of calculating broad estimates for tourism expenditures is outlined below.

Broad Estimate Calculations for Tourism Expenditures

	Overnight Visitors	Day Visitors *	Total
Out of town participants	X1	X4	
Out of town friends/ parents/ spectators	X2	X5	
Out of town officials/VIPs	X3	X6	
Total out of town visitors	Add = xx1	Add = xx2	Add
Nights/days per visitor	y1	y2	
Total visitor nights/days	xx1 * y1	xx2 * y2	Add
Daily per capita spend estimate	\$z1	\$z2	
Total Spending \$	xx 1* y1 * z1	Xx2 * y2 * z2	Add

Notes:

- *Day visitors are defined as those from outside the community. Do not include any local community attendees.*
- *Only include visitors purposely coming to the community for the event, not any visiting mostly for other reasons.*
- *Only include OOT officials/VIPs whose expenses are not paid by the host community.*

Event organizers can provide event capital and operating spending for adding to the tourism expenditures to obtain a broad estimate of the direct expenditure impact of the event.

3. Start to collect expenditure data using visitor surveys at selected major events, when the cost justifies the value in having the information. Tourism BC's Research Department, with other organizations across Canada, has developed detailed guidelines on conducting these surveys available on the corporate website (<http://www.tourismbc.com/Research/ResourcesForResearchers/HowToGuides.aspx>). Once specific data has been collected, if required, the expenditure data can be turned into economic impact estimates using an economic impact model. This data will also help to refine broad estimates for similar events in the future.
4. If there is a value in having information on economic impact, employment, etc., STEAM PRO or similar models can be used to translate expenditure information into economic impact. This will require training in input and analysis, or could be contracted out and would only be used for very large events.

Further detailed information on measuring the impacts of sport tourism, including sport system development and social and community development is included in Appendix 3.

Responsibility: Sport tourism organization, sport event organizers.

Budget: volunteer and staff time.

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10. SUMMARY TIMETABLE AND BUDGET

The following budget presents broad estimates for budgeting purposes only. The budget is based on feedback from the Penticton sport tourism working group in the initial meeting (Sept. 17, 2009) where the group identified the need for at least \$100K in funding for a full-time employee dedicated to sport tourism, plus project funding for bids, tools, etc.⁴ This budget is also consistent with other sport tourism organizations examined (see Situation Analysis section 5.1 Budget and Resources for more detail) where a start up budget might start at \$100K with one full-time staff member, ramping up to \$150K and then building to \$300K or more if sport tourism is a major focus for the community.

Tactic	2011	2012	2013	2014	2015
a. Create Penticton's sport tourism organization.	\$80K - \$105K	\$80K - \$105K	\$80K - \$105K	\$160K - \$200K	\$160K - \$200K
b. Implement a simple system for local sport organizations to use to approach accommodation properties for commissions for sporting events.	0	0	0	0	0
c. Budget permitting, or over the longer term, implement hosting grants for local sport organizations.		TBD	TBD	TBD	TBD
d. Build a list of key influencers in the Penticton sport tourism community.	0	0	0	0	0
e. Implement ongoing communication and relationship building for local sport organizations, municipal council and staff, Penticton School Board, tourism businesses, and key influencers related to sport tourism.	0	0	0	0	0
f. Meet with the City of Penticton, Regional District and Ministry of Highways to review requirements for infrastructure and other improvements related to priority sport tourism opportunities.	0	0	0	0	0
g. Reach out to local sport organizations about sport tourism.	0	0	0	0	0
h. Consider establishing a Penticton sport council.	0	0	0	0	0
i. Develop online resources for sport tourism.	\$5K	\$2K	\$2K	\$2K	\$2K
j. Develop and implement event hosting seminars for local sport organizations.	\$8K	\$8K	\$8K	\$8K	\$8K
k. Ensure sport tourism and event hosting needs are represented in planning processes for the building or upgrading of sport and recreational facilities.	0	0	0	0	0
l. Keep common information required for bids up to date.	0	0	0	0	0
m. Build and research the list of potential sporting events for which Penticton can bid, beginning with the events identified by the working group as areas of opportunity.	0	0	0	0	0
n. Build/maintain positive relationships with event rights holders.		\$2K	\$2K	\$2K	\$2K
o. Support the preparation of bids for selected sporting events.	0	0	0	0	0
p. After winning a bid, assist the event organizers with the business aspects of planning the event.		\$5K	\$5K	\$5K	\$5K

⁴ See *Community Sport Tourism Development Program Initial Meeting and Organizational Capacity Meeting Report and Work Plan – Penticton September 17, 2009*.

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q. Assist event organizers in maximizing the tourism benefits of the planned sporting events.	0	0	0	0	0
r. Work with other Okanagan communities to identify joint sport event hosting opportunities.		\$5K	\$5K	\$5K	\$5K
s. Track organization capacity of Penticton's sport clubs.	0	0	0	0	0
t. Track each type of sporting event taking place in Penticton.	0	0	0	0	0
u. Track number of and success of each bid.	0	0	0	0	0
v. Work with accommodation properties to track number of room nights resulting from sport tourism.	0	0	0	0	0
w. Calculate the impact of major sporting events.	0	0	0	0	0
Total (\$000)	\$93K - \$118K	\$102K - \$127K+	\$102K - \$127K+	\$182K - \$222K+	\$182K - \$222K+

Legend

- Blank means not taking place that year.
- 0 means taking place that year but no budget dollars attached.
- Number means taking place that year with budget attached.
- TBD means taking place that year with budget to be determined.

The budget presented above is intended to achieve the objectives, strategies, and tactics in this plan. If a smaller budget is contemplated it will have a direct impact on Penticton's ability to deliver on this plan. Objectives will need to be adjusted downward, and the number and scope of strategies and tactics will need to be reduced accordingly.

Council Report

penticton.ca

Date: April 2, 2024 **File No:** RMS/76 Duncan Ave E
To: Anthony Haddad, City Manager
From: Jordan Hallam, Planner II
Address: 76 Duncan Avenue East

Subject: **Official Community Plan Amendment Bylaw No. 2024-12**
Zoning Amendment Bylaw No. 2024-13 (76 Duncan Ave E)
Zoning Amendment Bylaw No. 2024-14 (1402 Main St)

Staff Recommendation

1. 76 Duncan Ave E. Official Community Plan Amendment

THAT prior to consideration of "Official Community Plan Amendment Bylaw No. 2024-12", and in accordance with Section 475 of the *Local Government Act*, Council consider whether early and on-going consultation, in addition to the required Public Hearing, is necessary with:

1. One or more persons, organizations or authorities;
2. The Regional District of Okanagan Similkameen;
3. Local First Nations;
4. School District #67;
5. The provincial or federal government and their agencies.

AND THAT it is determined that the community engagement period carried out from January 17, 2024 to February 25, 2024 is sufficient;

AND THAT Council give first reading to "Official Community Plan Amendment Bylaw No. 2024-12", a bylaw that amends Map 1: Future Land Use of Official Community Plan Bylaw No. 2019-08, by amending the future land use designation for Lot 3 District Lot 250 Similkameen Division Yale District Plan 7560, located at 76 Duncan Avenue East, from 'Infill Residential' to 'Mixed-Use'.

2. 76 Duncan Ave E. Zoning Amendment

THAT Council give first reading to "Zoning Amendment Bylaw No. 2024-13", Lot 3 District Lot 250 Similkameen Division Yale District Plan 7560, located at 76 Duncan Avenue East, a bylaw to rezone the subject property from R1 (Large Lot Residential) to C3 (Mixed Use Commercial);

AND THAT Council forward "Official Community Plan Amendment Bylaw No. 2024-12" and "Zoning Amendment Bylaw No. 2024-13" to the April 16, 2024 Public Hearing.

AND THAT Council require a 0.9m wide road dedication along the frontage of 76 Duncan Ave E be registered with the Land Title Office prior to issuance of an Occupancy Permit for the proposed mixed-use building;

3. *1402 Main St Zoning Amendment*

THAT Council give first reading to “Zoning Amendment Bylaw No. 2024-14”, Lot 2 District Lot 250 Similkameen Division Yale District Pan 39349, located at 1402 Main St, a bylaw to rezone the subject property from C7 (Service Commercial) to C3 (Mixed Use Commercial);

AND THAT Council forward “Zoning Amendment Bylaw No. 2024-14” to the April 16, 2024 Public Hearing.

Strategic Priority Objective

Livable and Accessible: Proactively plan for deliberate growth; focused on an inclusive, healthy, safe and desirable place to live.

Proposal

The applicant is proposing to build a mixed-use, three-storey building with commercial space on the first storey, and two dwelling units each on the second and third storeys (4 dwelling units total) at 76 Duncan Avenue East (Figure 1). The applicant has submitted a Letter of Intent, which outlines their proposal in more detail (Attachment ‘D’).



Figure 1 – Conceptual Rendering of Proposed Development

1402 Main St, which is also owned by the applicant, has been requested to be rezoned from C7 (Service Commercial) to C3 (Mixed Use Commercial). The rezoning would allow for a similar mixed-use development on this site in the future, similar to what is being proposed at 76 Duncan Ave E.

Required Applications

The proposal is to allow for a mixed-use development on 76 Duncan Ave E. The applicants have applied for the following applications: Official Community Plan (OCP) Amendment, and Zoning Amendment. The following table outlines the planning applications that are required for the proposed development to proceed (prior to any building permits being issued):

Applications Required	Description	Approval Authority
Official Community Plan Amendment Bylaw – 76 Duncan Ave E	To amend the future land use designation on the subject property from ‘Infill Residential’ to ‘Mixed-Use’	Council with community engagement Public Hearing required
Zoning Amendment Bylaw – 76 Duncan Ave E	To amend the zoning at 76 Duncan Avenue East from R1 (Large Lot Residential) to C3 (Mixed Use Commercial)	Council Public Hearing required
Zoning Amendment Bylaw – 1402 Main St	To amend the zoning at 1402 Main St from C7 (Service Commercial) to C3 (Mixed Use Commercial)	Council Public Hearing required
Development Permit	A permit to approve the form and character of the proposed development	Staff delegated

This report includes background and recommendations for Council on the OCP and Zoning amendments and also presents the engagement summary from the public engagement period that occurred between January 17, 2024 to February 25, 2024 for the proposed development. The development permit will follow a separate approval process.

Provincial Changes

Due to the recent Provincial changes, a public hearing is required for the Official Community Plan Amendment and Zoning Amendment for 76 Duncan Ave E. As well, a public hearing is required for the Zoning Amendment of 1402 Main St, as no residential units are being proposed as part of the Zoning Amendment.

Background

76 Duncan Ave E – Site Context

The subject property is located on the south side of Duncan Avenue East in a mixed use area. The property is 797 m² in size and has a lane on the south side of the property. A fire occurred on the property in March 2020, and the single detached dwelling that existed on the property and was badly damaged was later demolished. The property currently does not contain any buildings or structures.

76 Duncan Ave E – Current OCP and Zoning

The OCP future land use designation on the subject property is ‘Infill Residential’ (Attachment ‘A’). The Infill Residential designation supports transitional lower-height residential areas with new housing types compatible with existing single detached houses in character and scale but providing more units per lot.

The current R1 (Large Lot Residential) zoning on the property permits a single detached dwelling, accessory buildings, one secondary suite, or one carriage house.

Climate Impact

Council adopted the Community Climate Action Plan (CCAP) in 2021. The proposed development is consistent with the following aspects of the CCAP:

- **Shift Beyond the Car:** Encourage active & accessible transportation and transit
 - A transit route runs along Duncan Ave and along Main St with a transit stop directly in front of 76 Duncan Ave E.
 - The Lake-to-Lake Cycling route runs along Fairview Rd, and Atkinson St, a short distance away from the property.
 - Bicycle parking: 0.5 class 1, and 0.1 class 2 per dwelling unit is required for the proposed dwelling units which will be required at the future Development Permit stage. Bicycle parking is also required for the commercial component proposed, but varies based on the type of commercial use but is generally required at 1 per 150 m² of net floor area.
 - Duncan Avenue is a future protected active transportation corridor
- **Step up New Buildings:** All new buildings will be required to meet the BC Energy Step Code requirements at the time of construction.
- **Electrify Passenger Transport:** Level 2 EV Charging spaces are required at 1 per dwelling unit, plus minimum 2, plus 1 for every 5 parking spaces over 10 parking spaces for the proposed commercial space which will be required at the future Development Permit stage.

Technical Review

This application was reviewed by the City's Technical Planning Committee (TPC). Typical servicing requirements have been identified for the Building Permit stage of the project, if the OCP amendment and rezoning applications are supported by Council. These items have been communicated to the applicant.

The Parks Department is requiring the planting of two boulevard trees in front of the both 76 Duncan Ave E and 1402 Main St. Development Engineering has noted that the bus stop in front of 76 Duncan Ave E will have to be moved to accommodate the new proposed drive through entrance at the developer's expense.

Road Dedication

A 0.9 m road dedication is required in front of 76 Duncan Ave E in order to align the property lines with the adjacent property at 1402 Main St, and for the addition of two boulevard trees.

Community Engagement Summary

Official Community Plan

Official Community Plan Bylaw No. 2019-08 was adopted in August 2019, establishing a vision for Penticton's growth over the next 30 years and beyond. It provides strategic policies and direction for meeting that vision. The plan, however, is not meant to be a static document; it includes a process, through meaningful community consultation, where amendments to the plan may be considered as long as the vision and intent of the OCP remains intact. In 2021, Council adopted the *Community Engagement for OCP Amendments Procedure*, which outlines how public engagement for Official Community Plan amendments should occur. At the January 16, 2024 Council meeting, Council directed staff to begin engagement following this procedure for the proposed development of a mixed-use, three-storey building with commercial space on the first storey,

and two dwelling units each on the second and third storeys (4 dwelling units total) on 76 Duncan Ave E. The purpose of the engagement was to share information and gather public feedback on the proposal. Following Council’s direction, the engagement period was carried out from January 17, 2024 to February 25, 2024. A summary of this engagement is included in this report (Attachment ‘E’).

Engagement Process

Staff notified and involved the community in accordance with the *Community Engagement Procedure for OCP Amendments*. The engagement program was intended to gather feedback on the proposed land use change to allow a mixed-use, three-storey building with commercial space on the first storey, and two dwelling units each on the second and third storeys (4 dwelling units total). The engagement program launched January 17, 2024 and ran through to February 25, 2024, with a total of 95 feedback forms received by the deadline.

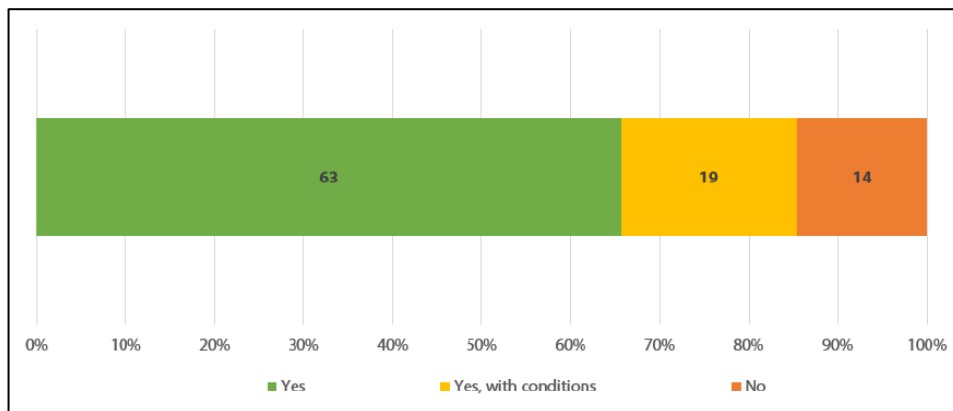
To notify the community and the opportunity to share feedback, staff completed the following:

Date	Activity
Jan. 17	Project information and feedback form on www.shapeyourcitypenticton.ca
Jan. 18	Press Release
Jan. 18	E-blast
Jan. 19	Letters to surrounding owners/occupants
Jan. 22	Social media post
Jan. 24	Newspaper Ad
Jan. 26	Newspaper Ad
Jan. 30	Newspaper Ad
Jan. 30	Social media post
Jan. 31	Newspaper Ad
Feb. 1	Information session – Carmi Elementary School
Feb. 15	Social media post
Feb. 25	Deadline for feedback forms

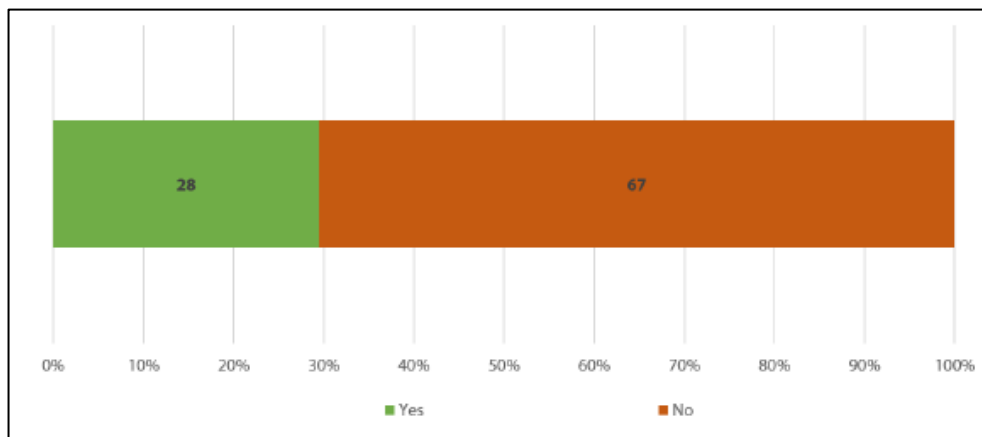
The intent of the information session was to inform community members about the application, share accurate information on the proposal and the process, and indicate how and where community members can share their comments, concerns and feedback on the proposal. The open house had a total of 9 attendees. The engagement report, which includes the results from the engagement period has been included as Attachment ‘E’.

The key findings from the feedback forms collected during the engagement period found that 85.4% of respondents do support the land use change from Infill Residential to Mixed-Use. Another 14.6% do not support the change with conditions largely related to traffic, parking, and affordability.

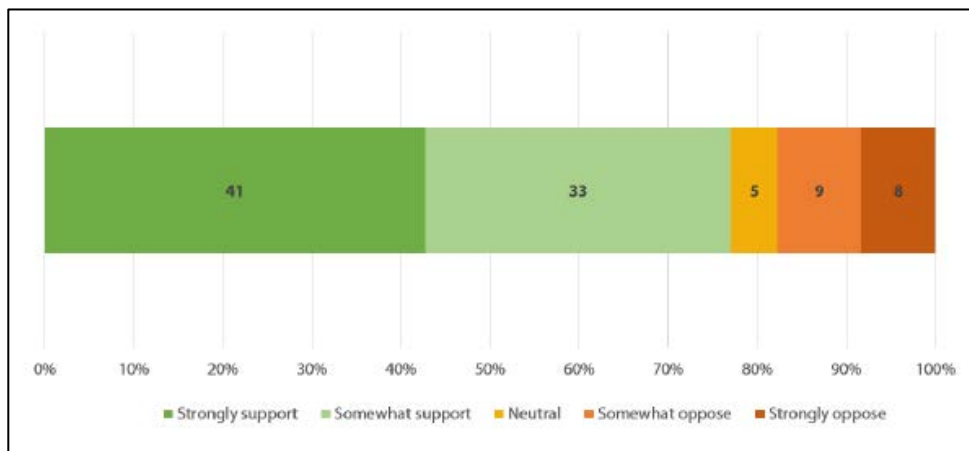
The following chart shows the feedback forms results to the questions **“Do you agree with changing the land use on this site from Infill Residential to Mixed-Use?”**:



Additionally, the following chart demonstrates that more than half of respondents do not have concerns with changing the future land use designation on the site, when asked: **“Based on the information provided, would you have any concerns about what is being considered for this site?”**:



Participants were asked **“Rate your level of support for the development that is being proposed for this site”**. The following chart shows that more than half of respondents either support or strongly support the proposed mixed-use development, while a small portion either oppose or strongly oppose the proposed mixed-use development.



Through the engagement period, the Planning Department and Communications and Engagement Department heard the following main concerns about the proposed land use change to allow a mixed-use development:

- Concern there is no need for commercial space on this property
- Concern drive-thru is so close to the building, it will require soundproofing and better landscaping for residents and businesses within the new structure
- Concern for height and fitting into the neighbourhood. Parking would need to be provided for both commercial and residential units
- Concern that apartments are small and include extensive use of stairs –unsuitable for families and seniors
- Commercial needs to be quiet after 7 pm
- Parking should be underground for residential, a few surface spots for commercial
- Concern for bus stop out front and impacts it will have (traffic, accessibility)
- Concern for high traffic area close to major traffic intersection. Anything more than single family will increase congestion and increase risks at the busy intersection
- Desire to see windows added to west side to use sun to light stairwell
- Desire to see no parking out front as it is a bus stop area.
- Desire to swap east and west sides of building for better views. Right now the 4 apartments look into the backyard of existing homes
- Concern for limited and unsecured parking

The engagement period was led by Planning Department staff with assistance from the Communications and Engagement Department. Staff listened through the engagement period, to ensure that they heard a fair representation of comments and concerns from the community and nearby neighbours. Once the engagement period closed, staff shared the results to the public (via Shape Your City) and the applicant.

Analysis

Official Community Plan Amendment

Recognizing that the Official Community Plan (OCP) is a “living document”, amendments to the OCP are to be expected from time to time. While the OCP guides land use decisions up to 2045, it is likely that over that timeframe, changing trends or unexpected events will require the City and community to consider

amendments to the plan. Proposals to amend the OCP that respect the overall vision and values of the OCP, but also allow for innovation and adaption as new opportunities arise, are considered by City Council, with the following considerations:

1. Alignment with broad OCP visions and goals
2. Provision of demonstrable social, economic and environmental benefits to the community
3. Assessment of cost and other implications for infrastructure – parks, roads, utilities, water, sanitary and storm sewer, public facilities
4. Suitability to context – form, character and design
5. All proposed amendments will be accompanied by meaningful public engagement, in addition to the required notification, and a formal Public Hearing.

The applicant is proposing to amend the Future Land Use designation on 76 Duncan Ave E from 'Infill Residential' to 'Mixed-Use'. Explanations on what each designation means and what land use each supports are provided below.

Infill Residential Land Use Designation

The OCP future land use designation on 76 Duncan Ave E is currently 'Infill Residential' (Attachment 'B'). The 'Infill Residential' land use designation is described in the OCP as transitional lower-height residential areas with new housing types compatible with existing single detached houses in character and scale but providing more units per lot (Figure 3).

Land Use	Description	Building Type(s)	Uses	Height / Density	Zone(s)
<p>Infill Residential</p> 	<p>Transitional lower-height residential areas with new housing types compatible with existing single detached houses in character and scale but providing more units per lot.</p>	<ul style="list-style-type: none"> • Single detached houses with or without secondary suites and/or carriage houses • Duplexes with or without suites • Triplexes • Lower-density rowhouses • Small-scale neighbourhood commercial building (e.g., corner store, coffee shop). 	<ul style="list-style-type: none"> • Residential • Limited retail/service 	<ul style="list-style-type: none"> • 1 to 4 units per single lot • Consolidation of lots possible for lower scale multifamily developments • Generally up to 2 ½ storeys 	<ul style="list-style-type: none"> • R1 • R2 • R3 • RD1 • RD2 • RD3 • C2

Figure 3 – Infill Residential Land Use Designation

Mixed-Use Land Use Designation

The designation that is being requested is the 'Mixed-Use' designation to allow for a mixed-use, three-storey building with commercial space on the first storey, and two dwelling units each on the second and third storeys (4 dwelling units total). This designation envisions a mixed-use area allowing for intensive development with active and vibrant retail or services uses at ground level and multi-family residential

and/or office uses (Figure 4). This change would allow for the rezoning of 76 Duncan Avenue E to C3 (Mixed Use Commercial) to support the proposed development.

Staff's Analysis

The applicant is requesting to amend the OCP land use designation for the property from 'Infill Residential' to 'Mixed-Use', in order to facilitate the construction of a three-storey mixed-use development. While the proposal is in conflict with the existing OCP land use designation, the proposal shows consistency with many goals and objectives of the OCP and staff consider it is aligned with the OCP's vision for the future.

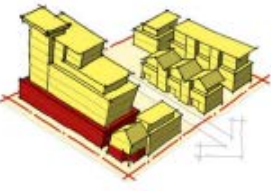
Land Use	Description	Building Type(s)	Uses	Height / Density	Zone(s)
<p>Mixed Use</p> 	<p>A mixed-use area allowing for intensive development with active and vibrant retail or service uses at ground level and multi-family residential and/or office uses.</p>	<ul style="list-style-type: none"> Higher-density mixed-use buildings 	<ul style="list-style-type: none"> Commercial (retail, service, office) Residential 	<ul style="list-style-type: none"> Up to 10 storeys 	<ul style="list-style-type: none"> C3 C5

Figure 4 – Mixed-Use Future Land Use Designation

Staff consider that there is sufficient policy in the Official Community Plan to support the requested land use change from 'Infill Residential' to 'Mixed-Use'. The following summary identifies specific OCP Policy intended to guide sustainable planning practices:

OCP Reference	Policy
OCP Policy 4.1.1.1	Focus new residential development in or adjacent to existing developed areas.
Staff's Comments	76 Duncan Ave E is located within a well-developed area, and doesn't require the construction or extension of City services in order to proceed.
OCP Goal 4.1.3	Housing Diversity Ensure a range of housing types, sizes, tenures and forms exist throughout the City to provide housing options for all ages, household types, and incomes.
Staff's Comments	The development proposes 4 dwelling units on the second and third storeys within an established area in the City. This type of development will help to provide desirable units that could be suited for a variety of future occupants.
OCP Policy 4.1.3.1	Encourage more intensive "infill" residential development in areas close to the Downtown, to employment, services and shopping, through zoning amendments for housing types compatible with existing neighbourhood character, with form and character guided from Development Permit Area Guidelines.
Staff's Comments	76 Duncan Ave E is located in an established neighbourhood. There is adequate opportunity for residents to access services and amenities near the proposed development due to its central location.

OCP Reference	Policy
OCP Policy 4.1.3.5	Ensure through the use of zoning that more-intensive forms of residential development are located close to transit and amenities, such as parks, schools and shopping.
Staff Comments:	The proposed change of land use, through the OCP future land use designation and zoning changes proposed, helps to ensure more intensive forms of housing are provided close to many amenities and services such as Fairview Plaza, Penticton Regional Hospital, and transit along Duncan Ave and Main St.
OCP Goal 4.1.4	<p>Housing Quality</p> <p>Ensure that new housing is attractive and sensitively designed, is water and energy efficient and that all housing is properly maintained.</p>
Staff Comments:	The proposed development would introduce 4 new residential units to this area of the City. The applicant has demonstrated many initiatives that are to be integrated into the development to ensure it is efficient (see climate action section).
OCP Policy 4.1.4.1	Work with the development community – architects, designers and builders – to create new residential developments that are attractive, high-quality, energy efficient, appropriately scaled and respectful of their context
Staff Comments:	Staff consider that the building has been designed to fit into the area, and is similar in height to existing buildings within close proximity. The development proposes an attractive new building, with a variation of materials and to create an interesting frontage.
OCP Goal 4.1.6	Provide opportunities to live, work and play in all of Penticton’s neighbourhoods.
Staff Comments:	The proposed development introduces 4 residential units and commercial space on Duncan Ave within an existing neighbourhood, close to various amenities, parks, and uses. This allows opportunities to live and work within close proximity of each other.
OCP Policy 4.2.1.7	Promote walking, cycling and transit use through strategic land use planning that facilitates denser, attractive, mixed-use communities that are rich in amenities.
Staff Comments:	The proposed development is located directly on a transit route on Duncan Ave, with a transit stop directly in front of the property. The proposed development is also within blocks of the lake-to-lake cycling route, taking advantage of the ability to use alternative forms of transportation to access the community. This allows the potential for workers, residents, tenants or visitors to use alternative transportation to access the proposed development or other areas of the community.

Given the support from a variety of OCP Goals and Policies, staff recommend that Council support the OCP land use designation change from ‘Infill Residential’ to ‘Mixed-Use’.

The following table outlines the proposed development statistics on the plans submitted with the development application:

	C3 Zone Requirement – 76 Duncan Avenue East	Provided on Plans
Minimum Lot Width*:	18.0 m	21.3 m
Minimum Lot Area*:	1000 m ²	797.2 m ²
Maximum Lot Coverage:	50%	36%
Maximum Density:	2.0 Floor Area Ratio (FAR)	0.19 FAR
Vehicle Parking:	Total Required: 1 per dwelling unit plus 0.25 spaces/unit for visitors 1 per 30 m ² Net Floor Area (NFA) for office use Total Required: 12 spaces	Total Per Dwelling: 4 spaces Total Visitor: 1 space Total For Office Use: 8 Total Provided: 13 spaces
Required Setbacks		
Front Yard (Duncan Ave E):	3.0 m	3.0 m
Side Yard (east):	4.5 m	4.5 m
Side Yard (west):	4.5 m	4.5 m
Rear Yard (lane):	6.0 m	>10.0 m
Maximum Building Height	18 m	10.8 m
Other Information:	*Lot width and lot area are only applicable at the time of subdivision.	

Zoning Bylaw Amendment – 76 Duncan Ave E

In addition to an OCP Amendment, the applicant has also applied for a Zoning Bylaw amendment for 76 Duncan Ave E from R1 (Large Lot Residential) to C3 (Mixed Use Commercial).

Should Council consider that amending the OCP designation on the property is appropriate, they may also consider that the proposed C3 (Mixed Use Commercial) zone is appropriate given the requested OCP designation of 'Mixed-Use'. This designation envisions a mixed-use area allowing for intensive development with active and vibrant retail or services uses at ground level and multi-family residential and/or office uses (Figure 4).

The subject property is considered an appropriate location for increased density due to its proximity to amenities and services nearby, including Fairview Plaza, Penticton Regional Hospital, and many other public amenities. There are also adequate pedestrian and cycling connections for alternative modes of transportation, including the lake-to-lake cycling route on Atkinson St and Fairview Rd. Further, the OCP policies that are referenced to support the OCP land use change also support the proposal to rezone 76 Duncan Ave E from R1 (Large Lot Residential) to C3 (Mixed Use Commercial).

Given the above information, staff recommend that Council support the zoning amendment from R1 (Large Lot Residential) to C3 (Mixed Use Commercial) for 76 Duncan Ave E and the 0.9 m wide road dedication that is required for two boulevard trees.

As such, staff recommend that Council support the Zoning Amendment, with the following condition being met prior to issuance of an Occupancy Permit for the mixed-use building:

1. A 0.9 m wide road dedication in front of 76 Duncan Avenue East is registered with the Land Title Office prior to adoption.

The recommendation is to require the road dedication prior to issuance of an Occupancy Permit because staff expect to introduce a new Zoning Bylaw in May 2024, as part of the housing policy changes work. Completing this rezoning prior to introducing the new Zoning Bylaw means the rezoning will not overhang the new Zoning Bylaw coming into effect if the condition had to be met prior to adoption of rezoning.

Zoning Bylaw Amendment – 1402 Main St

In addition to OCP Amendment and rezoning of 76 Duncan Ave E, the applicant has also applied for a Zoning Bylaw amendment for 1402 Main St from C7 (Service Commercial) to C3 (Mixed Use Commercial). While currently no new construction is proposed at 1402 Main St, the rezoning would align with the work to update the current Zoning Bylaw and Official Community Plan. This area has been identified to change the current OCP designation from 'Commercial' to 'Mixed-Use'. This change would allow for a mixed-use development in the future that is similar to what is being proposed for 76 Duncan Ave E.

The land use designation for 1402 Main St is 'Commercial'. This designation envisions areas with a wide range of commercial uses including office, retail, goods and services. Typical building types include commercial (retail/office/service) buildings and mixed-use buildings (in specific areas, residential units limited to the second floor and above).

As noted with 76 Duncan Ave E, 1402 Main St is considered an appropriate location for increased density due to its proximity to amenities and services nearby, including Fairview Plaza, Penticton Regional Hospital, and many other public amenities. There are also adequate pedestrian and cycling connections for alternative modes of transportation, including the lake-to-lake cycling route on Atkinson St and Fairview Rd. The rezoning is required to better align the property and land use for redevelopment potential in the future, which could include a similar mixed-use development that is being proposed for 76 Duncan Ave E or potentially see the lots consolidated and a development of a more substantial scale be proposed.

Given the above information, staff recommend that Council support the zoning amendment from C7 (Service Commercial) to C3 (Mixed Use Commercial) for 1402 Main Street.

Alternate Recommendations

Council may consider the proposed development to be undesirable at this location, or not in keeping with the goals and policies of the Official Community Plan. If this is the case, Council should deny first reading of the Official Community Plan Amendment and Zoning Bylaw Amendment. Staff are not recommending this option, as staff consider the proposal to be supported by the general direction of the Official Community Plan, including the many goals and policies referenced within the Analysis section of this report.

1. THAT Council deny first reading of "Official Community Plan Amendment Bylaw No. 2024-12" and "Zoning Amendment Bylaw No. 2024-13" for 76 Duncan Avenue East;

2. AND THAT Council deny first reading of "Zoning Amendment Bylaw No. 2024-14" for 1402 Main Street.

Attachments

- Attachment A – Zoning Map
- Attachment B – Official Community Plan Map
- Attachment C – Photos of Property
- Attachment D – Letter of Intent
- Attachment E – 76 Duncan Ave E Engagement Report
- Attachment F – Proposed Plans
- Attachment G – Official Community Plan Amendment Bylaw No. 2024-12
- Attachment H – Zoning Amendment Bylaw No. 2024-13 (76 Duncan Ave E)
- Attachment I – Zoning Amendment Bylaw No. 2024-14 (1402 Main St)

Respectfully submitted,

Jordan Hallam
Planner II

Concurrence

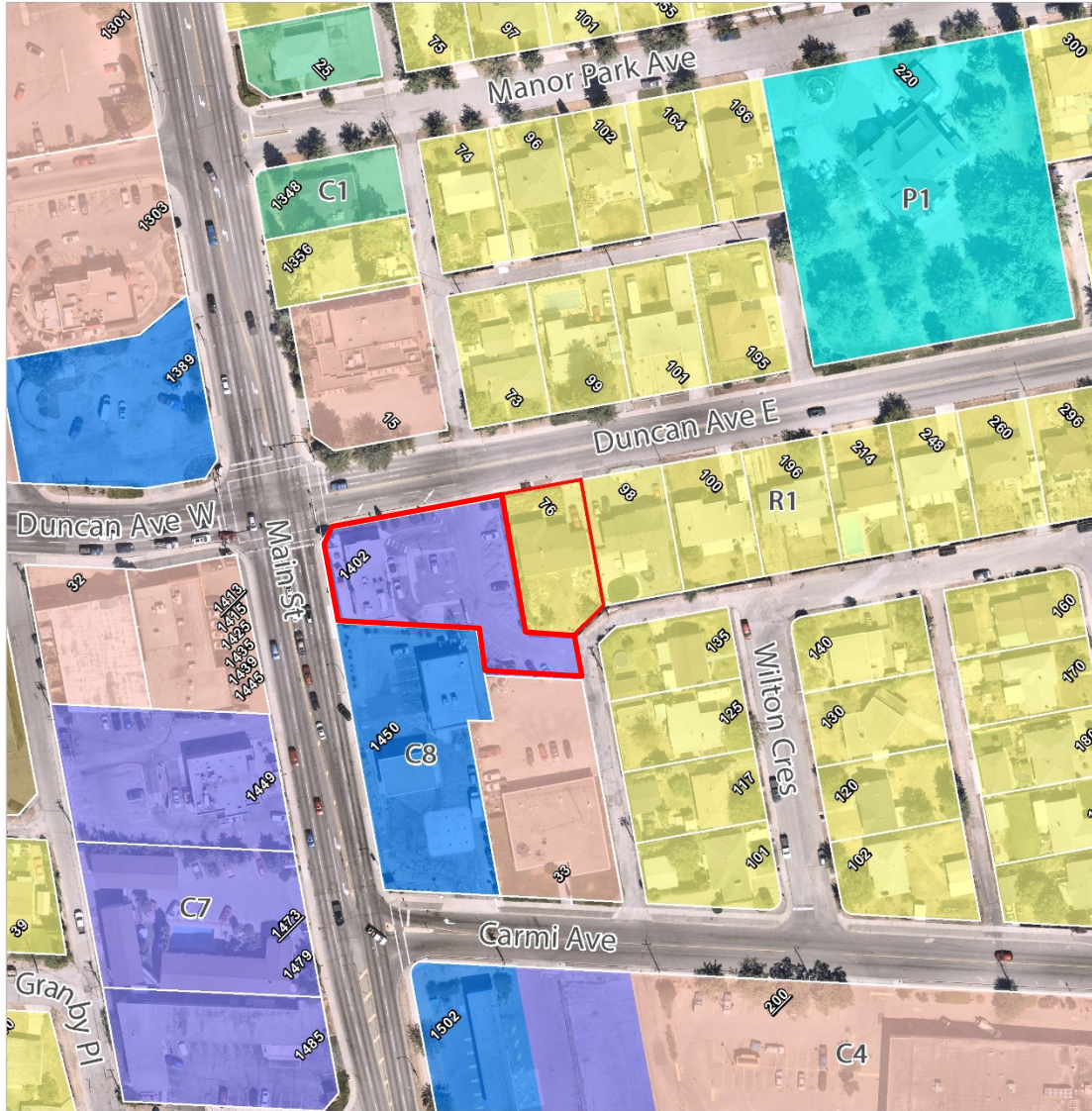
Director of Development Services <i>BL</i>	GM of Infrastructure <i>KD</i>	Director of Finance and Administration <i>AMC</i>	City Manager <i>SBH</i>
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Attachment A – Zoning Map



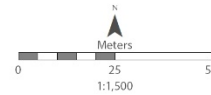
76 Duncan Ave E

Zoning Map



Legend

- Subject Parcel
- R1 - Large Lot Residential
- C7 - Service Commercial
- RM2 - Low Density Multiple Housing
- C1 - Commercial Transition
- C8 - Vehicle Service Station
- P1 - Public Assembly
- C4 - General Commercial



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Tuesday, December 10, 2023 9:41:26 AM

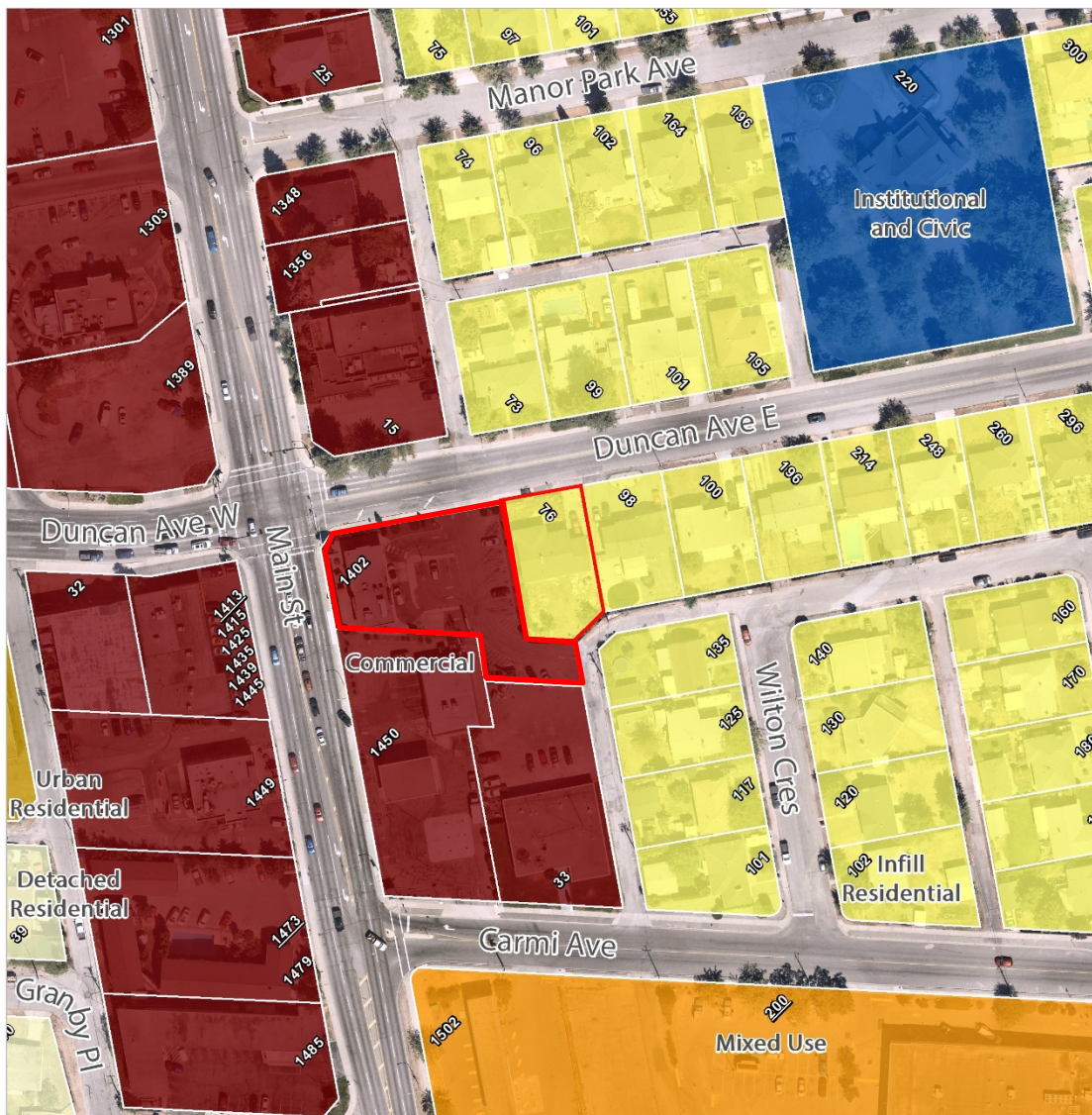
penticton.ca

Attachment B – Official Community Plan Map



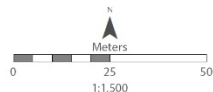
76 Duncan Ave E

OCP Map



Legend

- Subject Parcel
- Detached Residential
- Institutional and Civic
- Commercial
- Urban Residential
- Mixed Use



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Tuesday, December 19, 2023 8:41:51 AM

penticton.ca

Attachment C – Photos of Property







Attachment D – Letter of Intent

Sherri Turpin Architect

Sherri Turpin, Principal, Architect, AAA, AIBC, Passive House Designer

December 19, 2023

Building and Licensing-Development Services Division
City of Penticton
171 Main Street
Penticton BC V2A 5A9

Dear Sir/Madam:

Re: 1402 Main Street and 76 Duncan Avenue East
LOT 2, DL 250, SDYD, PLAN 39349 and LOT 3, DL250, SDYD, PLAN 7580

The owner of these two properties, 499410 BC Ltd., would like to apply for rezoning of 76 Duncan Avenue. 1402 Main Street is currently an A&W restaurant and will continue to remain as such in the foreseeable future. 76 Duncan Avenue East was purchased with the intent of providing better access and increased vehicular stacking to the drive through.

At the same time, there is opportunity to further develop the property. The owner would like to construct a three-storey mixed-use building that will potentially have an office or personal services business on the main floor and residential units on the upper two levels. There may be 4 residential units in total and one commercial unit.

The zoning that we believe would suit 76 Duncan property would be a C3 Mixed Use Commercial because this zoning contains general commercial uses and multi-family residential. The is anticipated to be registered rights-of-ways in order to manage the drive-through lane and access to parking from both properties.

Included in this submission are digital drawings showing the site plan as well as preliminary building plans and elevations to further show the intent and to facilitate discussion. Also included is the development application form, the site disclosure waiver form, and agent agreement form. The application fee will be sent separately upon confirmation of the amount.

Sincerely,



2023-12-19
Sherri Turpin, AIBC, AAA, Passive House Designer*

c.c. Byron Gleige, 499410 BC Ltd.



26 – 45 Green Avenue West
Penticton BC V2A 7E5

p.1/1

tel: 587.876.7616
e-mail: turpinarchitect@outlook.com



76 Duncan Avenue East Engagement Report

February 28, 2024

[1.0 Overview](#)

[2.0 Community Participation](#)

[3.0 Feedback Form Results](#)

[4.0 Open House](#)

[5.0 Conclusions](#)

[Appendix A- Engagement Timeline](#)

1.0 Overview

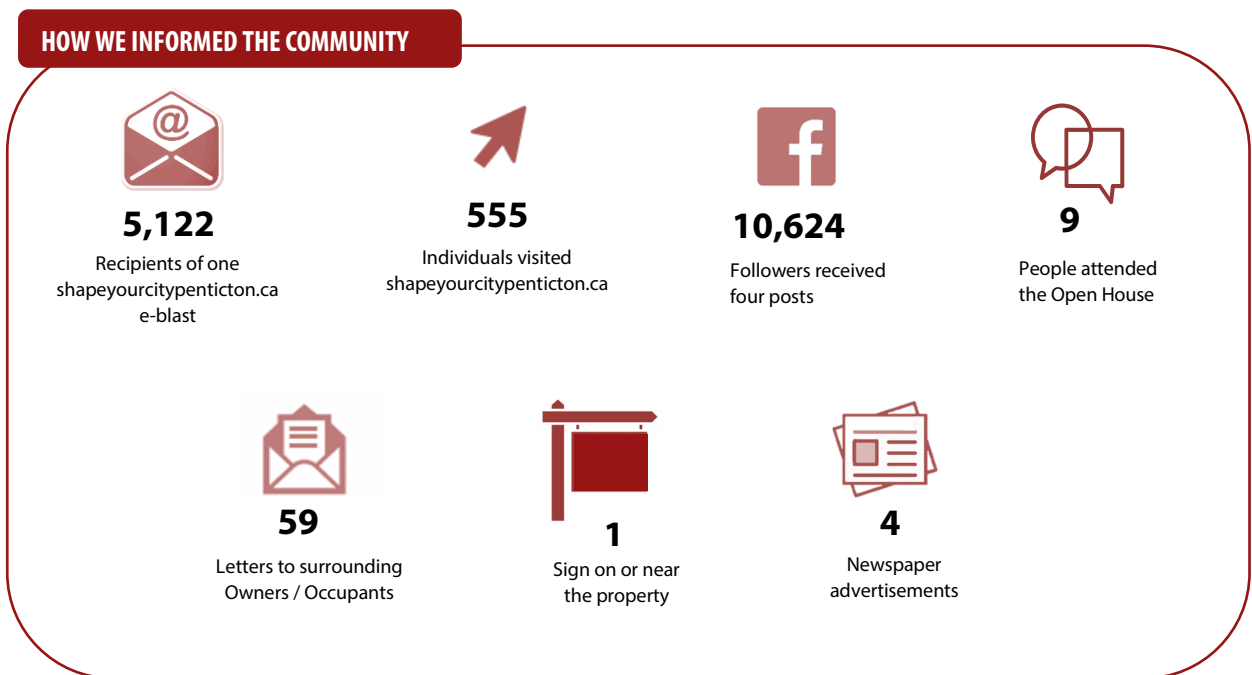
The City received an application for 76 Duncan Avenue East consisting of a three-storey, mixed-use development that would require an amendment to the City’s Official Community Plan to change the ‘future land use’ designation on the property from Infill Residential to Mixed-Use.

The proposal for redevelopment consists of a three-storey building with commercial space on the first storey and two dwelling units each on the second and third storeys (4 dwelling units total). The initial plans include landscape buffering with trees and shrubs.

Before considering the amendments, Council directed staff to gather feedback from the community about changing the ‘future land use’ of this property. The following document summarizes the activities completed and the findings from the process.

2.0 Community Participation

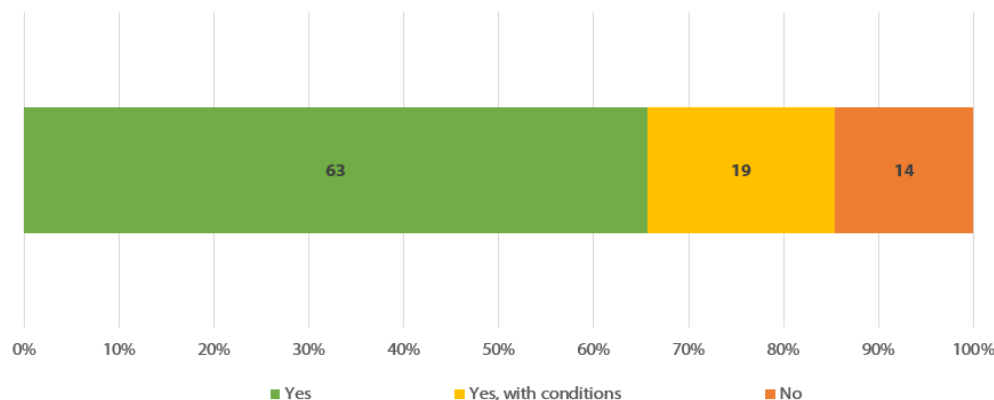
Staff followed the *Community Engagement Procedure for OCP Amendments* to ensure adequate and meaningful consultation with the community. The engagement program was conducted between January 17 and February 25. The following diagram summarizes participation. A detailed timeline of engagement activities is provided in Appendix A.



3.0 Feedback Form Results

One of the primary ways the City gathers formal feedback is through the use of feedback forms. The focus of the feedback form was to gather feedback on the proposed change to the future land use. Residents were invited to review the information about the proposal and complete a feedback form before Sunday, February 25. In total, **95 feedback forms** were received. Please note that the key findings from the feedback forms are presented in this report. Complete results including full comments, are available at shapeyourcitypenticton.ca.

1. Do you agree with changing the land use on this site from Infill Residential to Mixed-Use?



Participants who answered ‘Yes, with conditions’ were invited to explain their response. A summary of the themes/comments is provided below:

Traffic and parking

- Proper parking is needed, at least 2 parking spaces for each residence and more for businesses
- Back alley access must be properly designed to handle the influx of traffic
- Drive-thru negatively affects Main and Duncan intersection, consider redesigning and placing farther from building
- Ensure adequate parking for businesses and residents
- Ensure adequate off-street parking
- Underground parking would be ideal
- City must work to improve public transit and bike lanes to reduce the strain on our roads from unnecessary traffic and reduce the tax dollar spending on road maintenance

Housing affordability

- Residential and commercial spaces be affordable to rent or buy. Small businesses also struggle to gain footing due to astronomical rents
- Residential portion be made affordable for lower to moderate income earners to afford to live there

Climate action

- Roof construction suitable for solar panel/solar water heat at a future time. No vegetation requiring frequent watering and adequate rooting space for mature trees
- More trees, especially within flat expanse of parking lot asphalt. Require building a green structure; passive heating and cooling, green/solar panel roof, heat pumps
- Solar/EV charging should be installed, not just ready

Other suggestions

- Accessibility concerns – needs to accommodate a variety of potential tenants and business patrons including mobility challenges. Consideration of the nature of the commercial tenants in relation to those living above them must also be addressed

- Height restrictions and parking underground
- No AirBnBs in residential units
- Limit to 2 storeys to fit the area better, serves as an overlap between commercial development on Main St and purely residential on Duncan

Participants who answered 'No' were invited to explain their response. A summary of the themes/comments is provided below:

Desire to keep property as Residential

- Support for 3 floors of housing, not commercial space as it is a residential area
- Leave as residential, too many empty commercial spaces downtown

Concern for Commercial space

- Central downtown that has plenty of vacant buildings that can be used for offices, store fronts and more uses
- Already plenty of empty commercial spaces available, don't sacrifice opportunity for extra housing

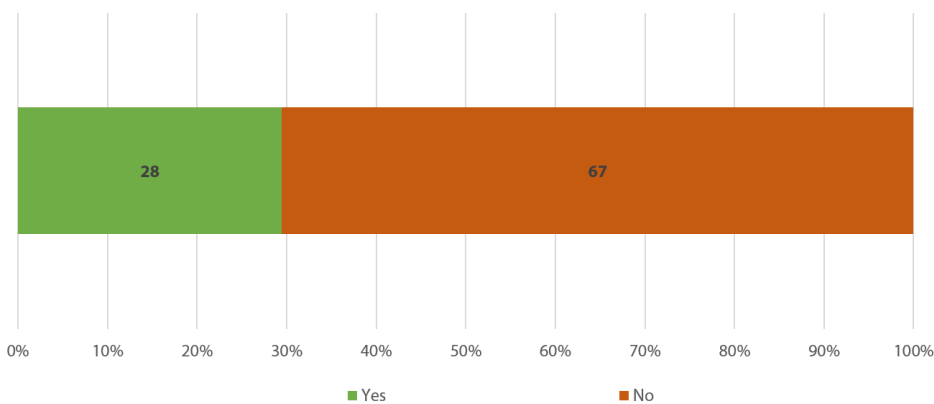
Traffic and Infrastructure

- Not enough infrastructure to handle increased traffic on an already very busy corridor
- Concern that A&W already slows traffic east of Main St. and this will add traffic congestion to the area

Preference to not amend OCP

- Development is wrong for the site as was determined by the original OCP
- Goes against OCP plan. Keep the plan because soon there will be NO plan and developers will do whatever they want

2. Based on the information provided, would you have any concerns about what is being considered for this site?

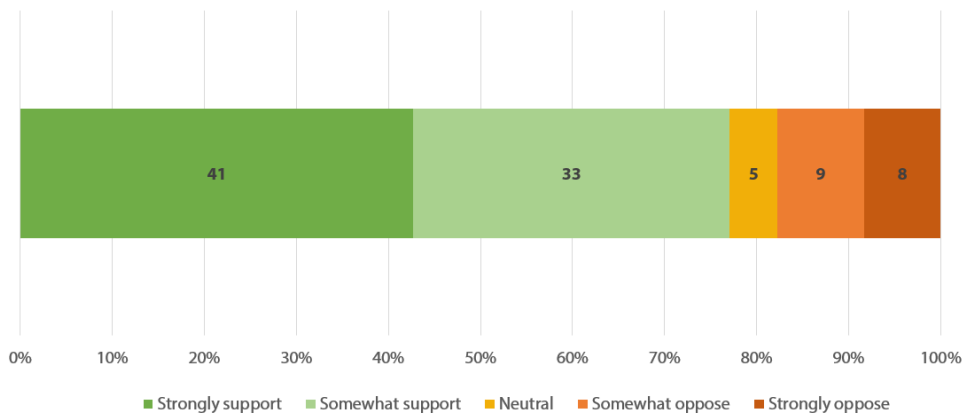


Participants who said 'yes' were invited to explain their response. A summary of the themes/comments is provided below:

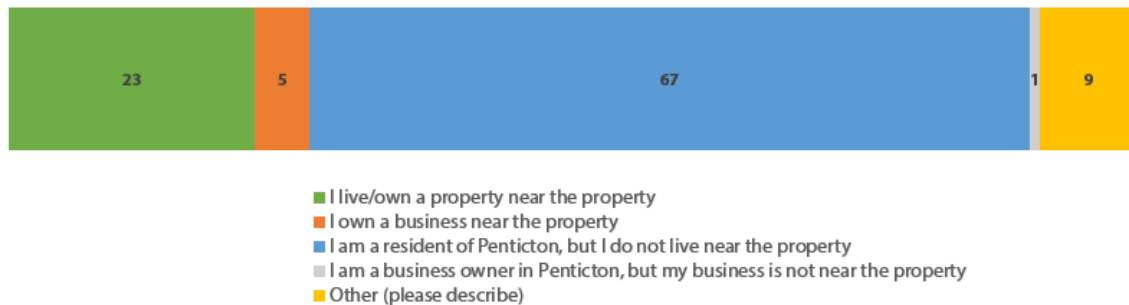
- Concern there is no need for commercial space on this property

- Concern drive-thru is so close to the building, it will require soundproofing and better landscaping for residents and businesses within the new structure
- Concern for height and fitting into the neighbourhood. Parking would need to be provided for both commercial and residential units
- Concern that apartments are small and include extensive use of stairs –unsuitable for families and seniors
- Commercial needs to be quiet after 7 pm
- Parking should be underground for residential, a few surface spots for commercial
- Concern for bus stop out front and impacts it will have (traffic, accessibility)
- Concern for high traffic area close to major traffic intersection. Anything more than single family will increase congestion and increase risks at the busy intersection
- Concern units will be limited to 55+
- Desire for separate entrance/egress of balconies needed
- Desire to see windows added to west side to use sun to light stairwell
- Desire to see no parking out front as it is a bus stop area.
- Desire to swap east and west sides of building for better views. Right now the 4 apartments look into the backyard of existing homes
- Concern for limited and unsecured parking

3. Rate your level of support for the development that is being proposed for this site.



4. Which best describes your interest in providing feedback?



Some comments from 'Other (please describe)' are provided here, full responses are available at shapeyourcitypenticton.ca

- Resident of Penticton working near the property but not the business owner
- Respondent is a member of the Downtown Penticton Business Improvement Association
- Respondent is a member of the Penticton Indian Band
- Respondent travels this route at least four times a week

4.0 Open Houses

An in-person event was held at in the library at Carmi Elementary school on Thursday, Feb. 1, 2024 between 5:00 pm – 6:30 pm. Nine members of the public attended and a summary of their discussions are provided here:

- Concern that there is no sidewalk on the south side of Duncan Ave going east (for the bus stop)
- Appreciation that the drive-through will be longer and should alleviate congestion at Main St. and Duncan Ave E
- Comment that City shouldn't allow drive-throughs anymore
- Concerns about parking for the proposed commercial business and residents
- Concerns about where the bus stop will be moved to and the impact to its accessibility
- Concerns that vehicles idling in a drive-through will create more pollution and health problems for people in the area
- Appreciation that only 3 storeys are proposed when the Province is allowing up to 6 (Transit Oriented Development Area) and no parking
- Comment that the City should be encouraging more bicycle transportation, especially in this area
- Concerns over commercial business type that would be located on the ground floor
- Concerns about how parking will be allocated (residential versus commercial uses)
- Concerns about the (lack of) amenity space for the residents

5.0 Conclusions

The main goal of this process was to gather feedback on the proposed amendment to the future land use designation for this property in the Official Community Plan and to understand if the proposed development aligns with the community's vision for the area.

Through this process, staff learned the majority of respondents (65.6%) support the land use change from Infill Residential to Mixed-Use. Another 19.8% support the change with conditions largely related to availability, accessibility and security of residential and commercial parking spaces.

Respondents indicated 77.1% strongly support or support the development proposed for the site, with 17.7% strongly opposed or opposed to it. Remaining responses are 5.2% as neutral.

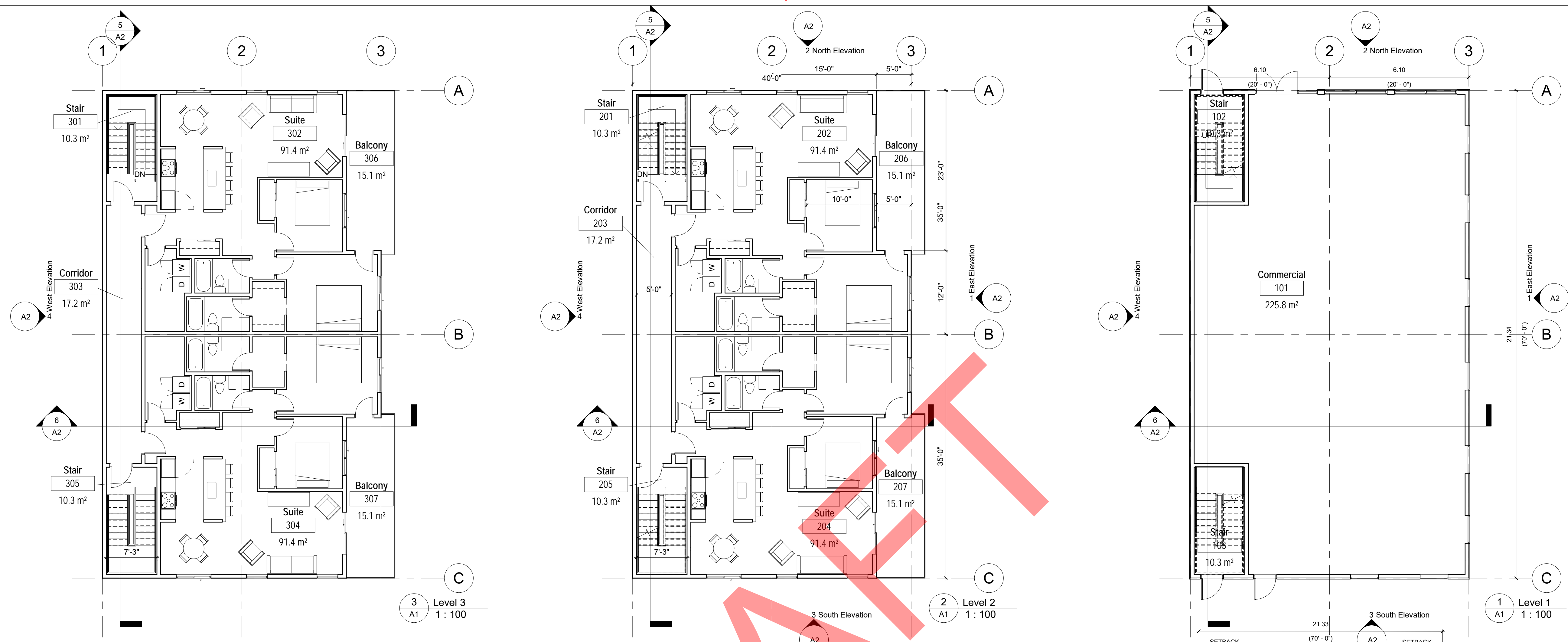
Next Steps

The feedback gathered through the engagement program is to be provided to the applicant to consider and determine how they would like to proceed. It will also be shared with Council and the community-at-large.

Appendix A - Engagement Timeline

In accordance with the *Community Engagement for OCP Amendments Procedure* and *Community Engagement Policy and Framework* the following list summarizes the main methods that were used to raise awareness about the application and the opportunities for residents to provide feedback through the community engagement period that took place between January 17 to February 25, 2024.

Date	Activity
Jan. 17	Project information and feedback form on www.shapeyourcitypenicton.ca
Jan. 18	Press Release
Jan. 18	Eblast
Jan. 19	Letters to surrounding owners/occupants
Jan. 22	Social media post
Jan. 24	Newspaper ad
Jan. 26	Newspaper ad
Jan. 30	Newspaper ad
Jan. 30	Social media post
Jan. 31	Newspaper ad
Feb. 1	Open House information session
Feb. 15	Social media post
Feb. 25	Deadline for feedback forms



Sherri Turpin Architect
 26 - 45 Green Avenue West
 Pentiction BC V2A 7E5
 587.876.7616
 turpinarchitect@outlook.com

No.	Description	Date

DO NOT SCALE THIS DRAWING
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 ALL WORK MUST COMPLY WITH THE MOST RECENT EDITION OF THE APPLICABLE BUILDING CODE AND ANY OTHER GOVERNING AUTHORITIES.
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STAMP

Preliminary

499410 BC Ltd.
Proposed Lot Consolidation, Re-zoning & Re-development
 76 Duncan Avenue East & 1402 Main Street

Site Plan, Floor Plans & Perspective

Project number	23-13
Date	November 14, 2023
Drawn by	SMT
Checked by	SMT
Scale	As indicated

A1

LEGAL ADDRESS:
 LOTS 2 DISTRICT LOT 250 SIMILKAMEEN DIVISION YALE DISTRICT PLAN 7560

EXISTING ZONING: C7 SERVICE COMMERCIAL

EXISTING BUILDING USE: RESTAURANT

MIN LOT WIDTH: 20 m / ACTUAL > 21.24

MIN LOT AREA: 650 m² / ACTUAL = 1,765.3 m²

BUILDING AREA: 176.0 m² (577 ft²)

LOT COVERAGE: PERMITTED 50% / PROVIDED 10%

FLOOR AREA RATIO: PROVIDED 176/1,765.3=0.33

FRONT YARD: 4.5 m (14.76 ft) complies

EXTERIOR SIDE YARD: 4.5 m (14.76 ft) complies

INTERIOR SIDE YARD: 0 m (0 ft) complies

REAR YARD REQUIRED: 0 m (0 ft) complies

PARKING REQUIREMENTS:
 RESTAURANT: 1 STALL PER 50 m² NFA = 4 STALLS
 PROVIDED: 18 (INCLUDING 2 HIC) MINUS 6 FOR EASEMENT = 12

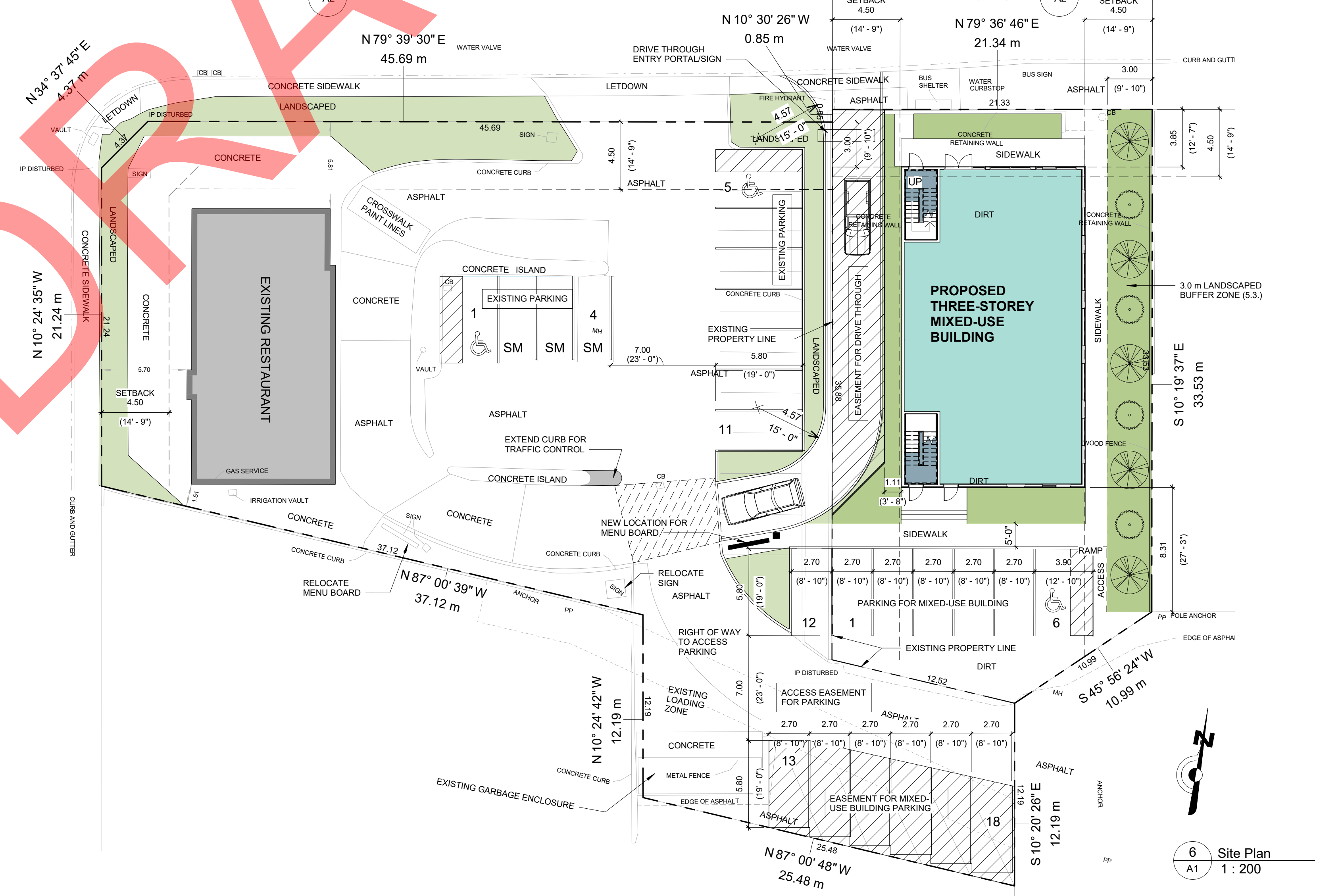
Land Use Bylaw Information

LEGAL ADDRESS:	EXISTING ZONING:	PROPOSED REZONING:	PROPOSED BUILDING USE:	RESIDENTIAL
LOTS 3 DISTRICT LOT 250 SIMILKAMEEN DIVISION YALE DISTRICT PLAN 7560	R1 (INFILL RESIDENTIAL)	C3 COMMERCIAL	PROPOSED 3 STOREY MIXED-USE WITH COMMERCIAL ON MAIN AND ON UPPER LEVELS.	
LOT WIDTH: 21.33	LOT AREA: 799.7 m ² (27,610.0 ft ²)	LOT COVERAGE: 36%	DENSITY: (263.1 X 3)/731.1 = 1.08	
HEIGHT: 10.88 m (35.7 ft)	FRONT YARD (NORTH): 3.85 m (12.6 ft)	WEST SIDE YARD: 4.5 m (14.76 ft)	EAST SIDE YARD: 4.5 m (14.76 ft)	
REAR YARD: 8.31 m (27.3 ft)	PARKING REQUIREMENTS: OFFICE/PERSONAL SERVICES: 1 STALL PER 30m ² NFA = 8 STALLS RESIDENTIAL: 1 PER SUITE X 4 SUITES = 4 STALLS	TOTAL STALLS REQUIRED: 12 STALLS PROVIDED ON SITE: 6 STALLS PROVIDED BY EASEMENT: 6 BARRIER-FREE STALL(S) INCL: 1	LOADING STALL REQUIREMENTS: NO. OF LOADING STALL(S) REQUIRED & PROVIDED: 1 SHARED	RESIDENTIAL AMENITY SPACE: 15 m ² /UNIT PROVIDED ON BALCONIES

ZONING REQUIREMENTS

	R1	RM2	C3
MIN. LOT WIDTH:	16 m	18.0 m	18.0 m
MIN. LOT AREA:	564 m ²	540 m ²	1,000 M2
MAX LOT COVERAGE:	40%	40%	50%
MAX DENSITY:	N/A	0.8 FAR	2.0 FAR
MAX HEIGHT:	10.5 m	12.0 m	18.0 m
MIN FRONT YARD:	6.0 m	3.0m	3.0 m
MIN INTERIOR SIDE YARD:	1.5 m	3.0 m	4.5 m
MIN REAR YARD:	6.0 m	6.00 m	6.00 m

RM2 REQUIRES 20 m² AMENITY SPACE WITH 25% ON GROUND LEVEL



6 Site Plan
 A1 1 : 200

Sherrri Turpin Architect

26 - 45 Green Avenue West
Penticton BC V2A 7E5
587.876.7616
turpinarchitect@outlook.com

No.	Description	Date

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STAMP

Preliminary

499410 BC Ltd.
 Proposed Lot Consolidation, Re-zoning &
 Re-development
 76 Duncan Avenue East & 1402 Main Street

Elevations & Sections

Project number	23-13
Date	November 14, 2023
Drawn by	SMT
Checked by	SMT
Scale	1 : 100

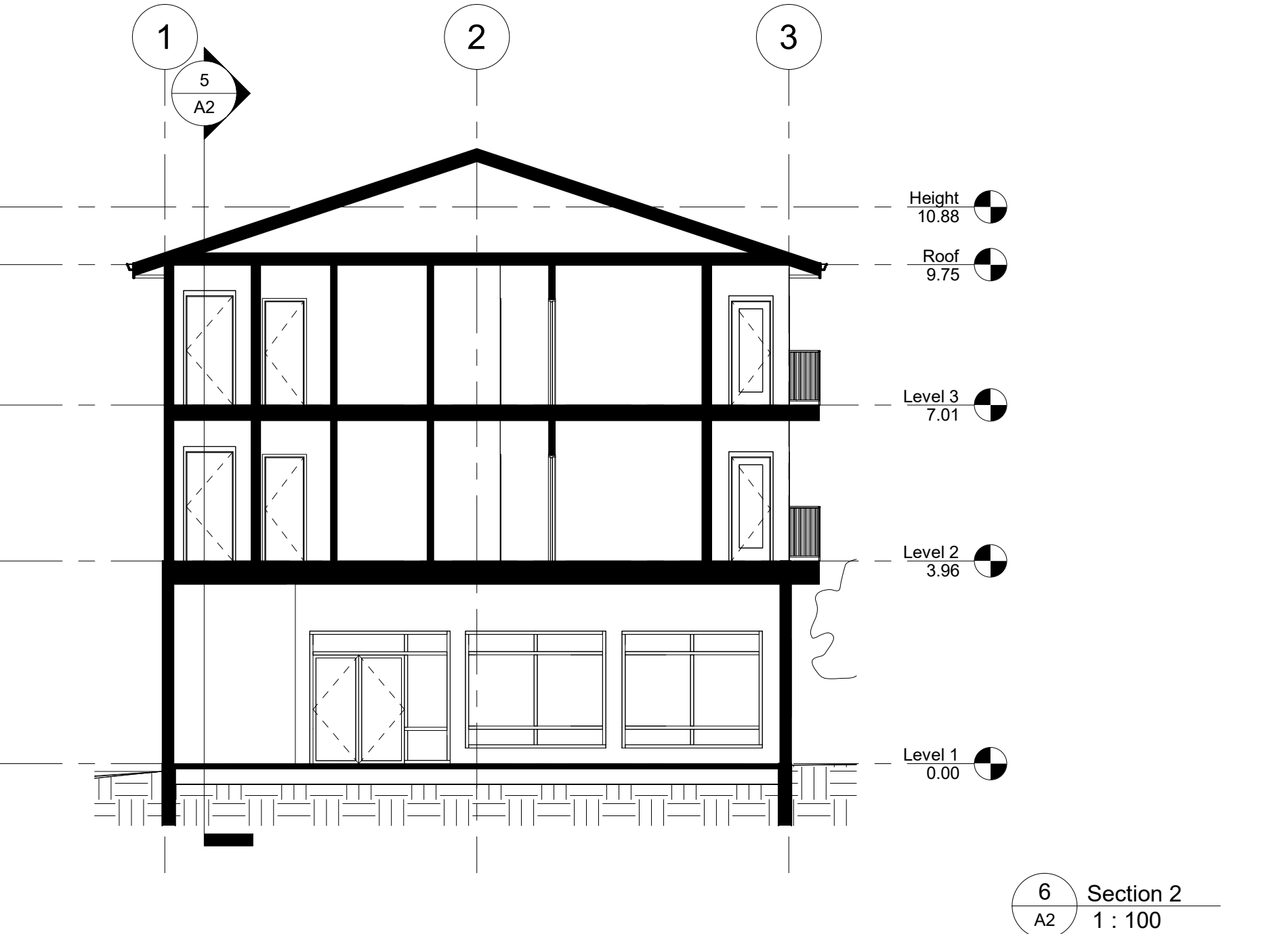
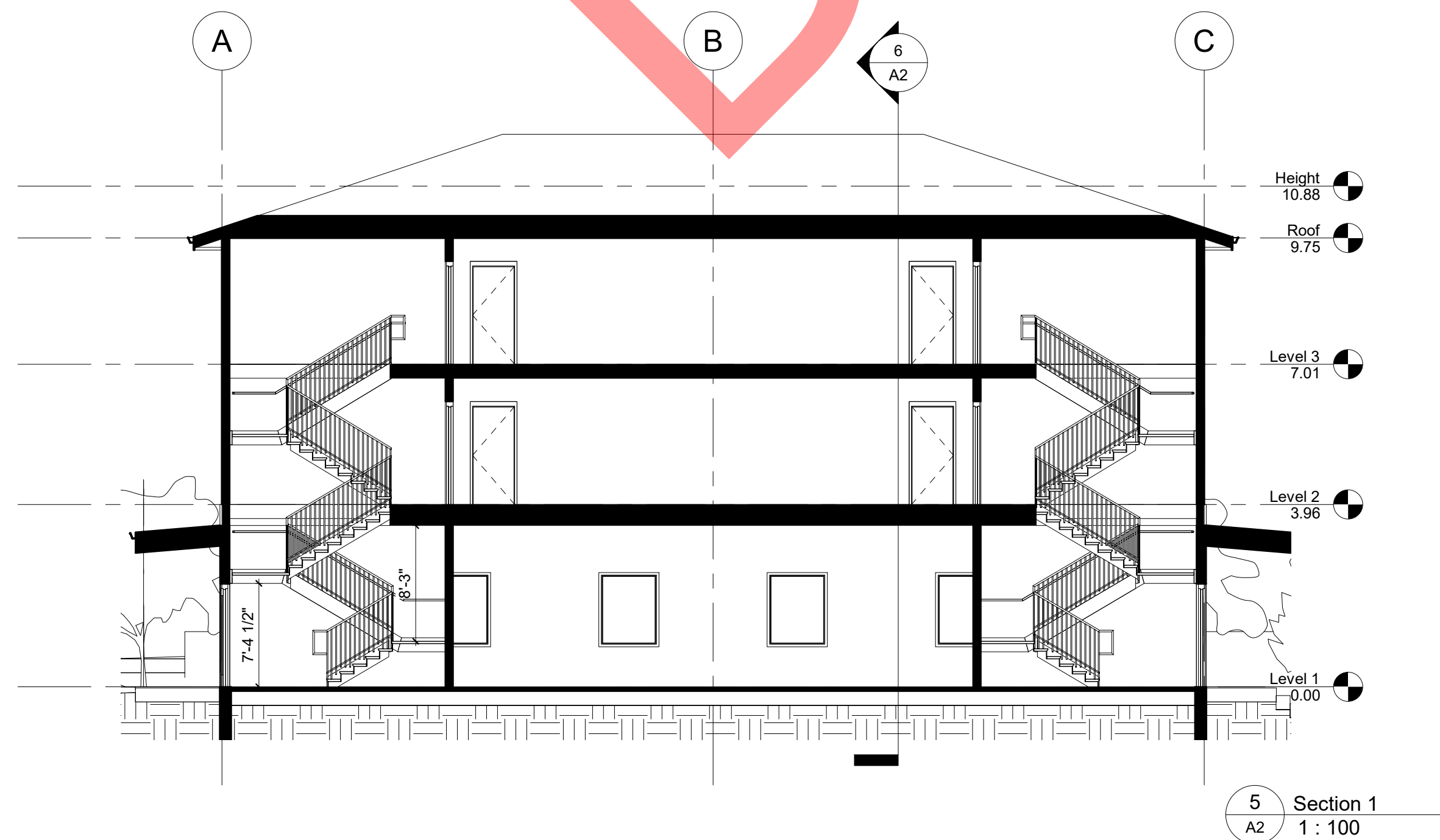
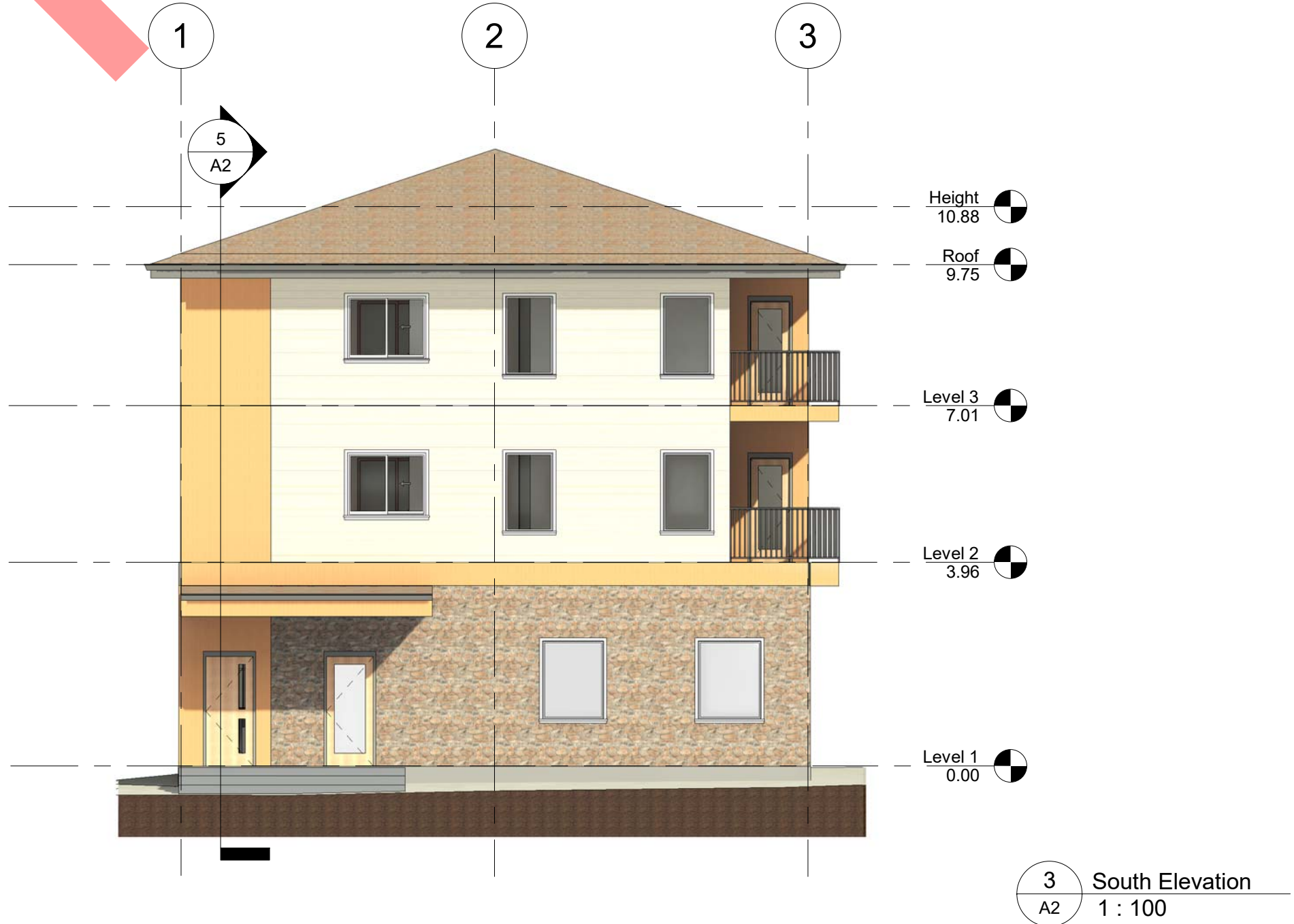
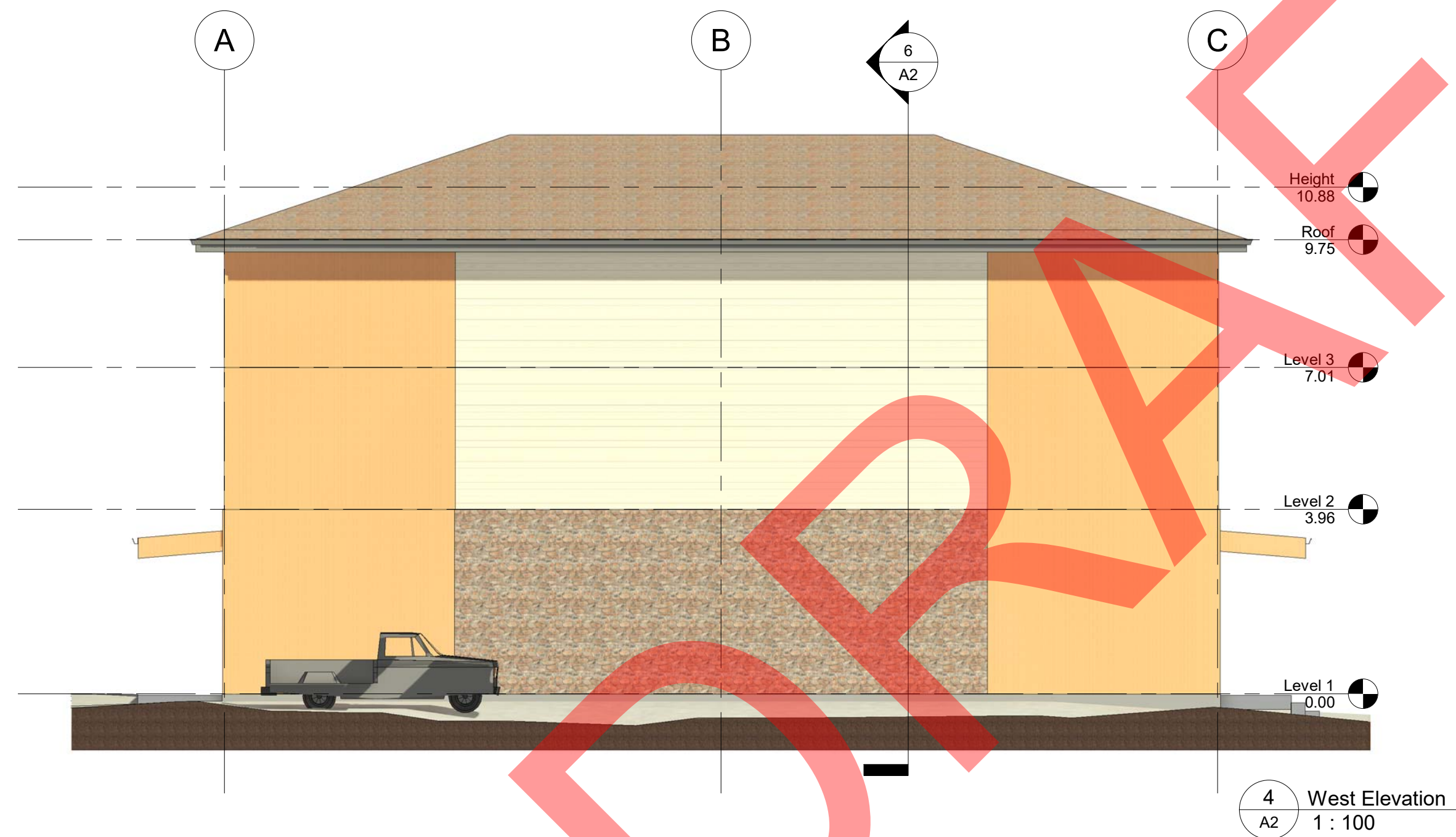
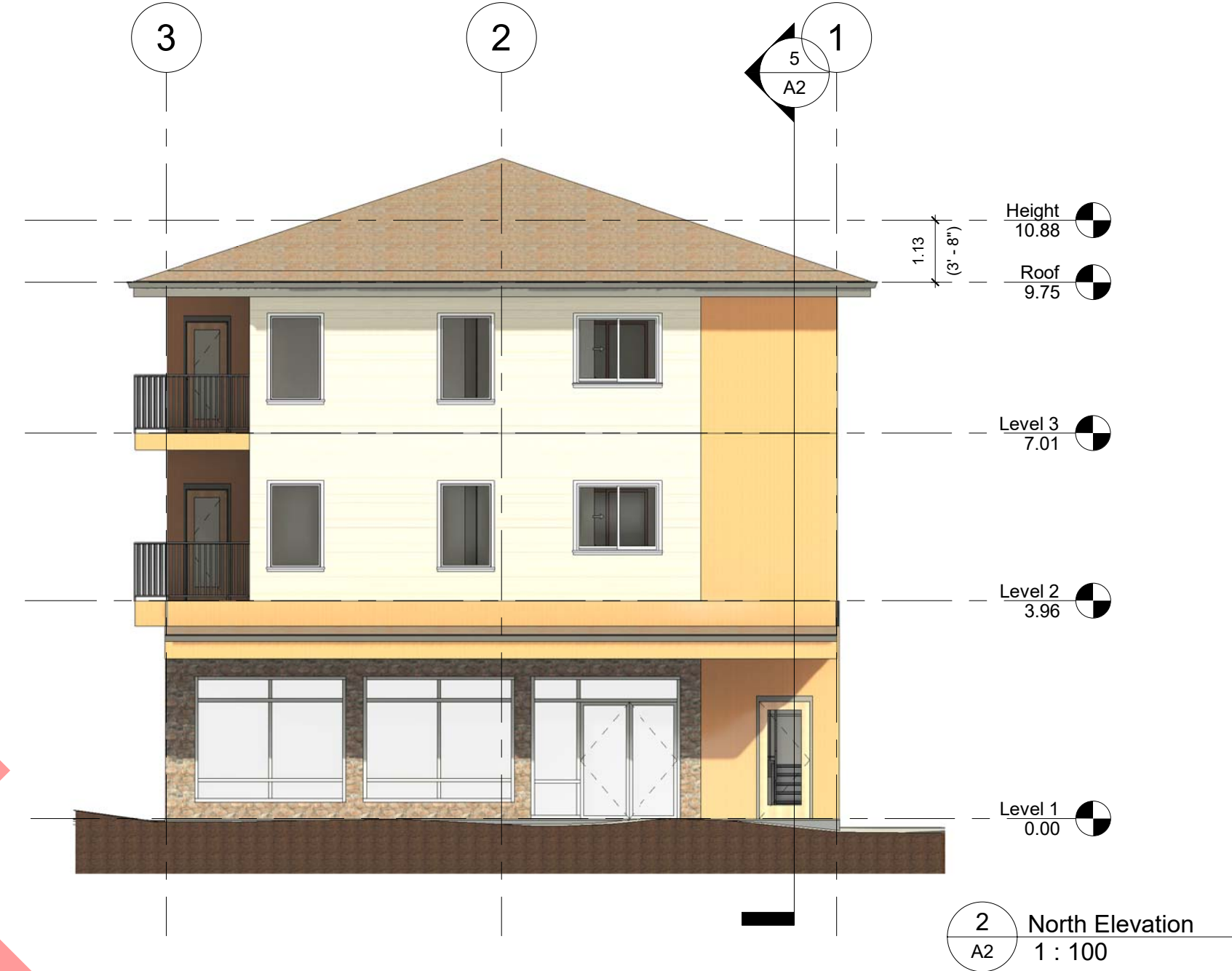
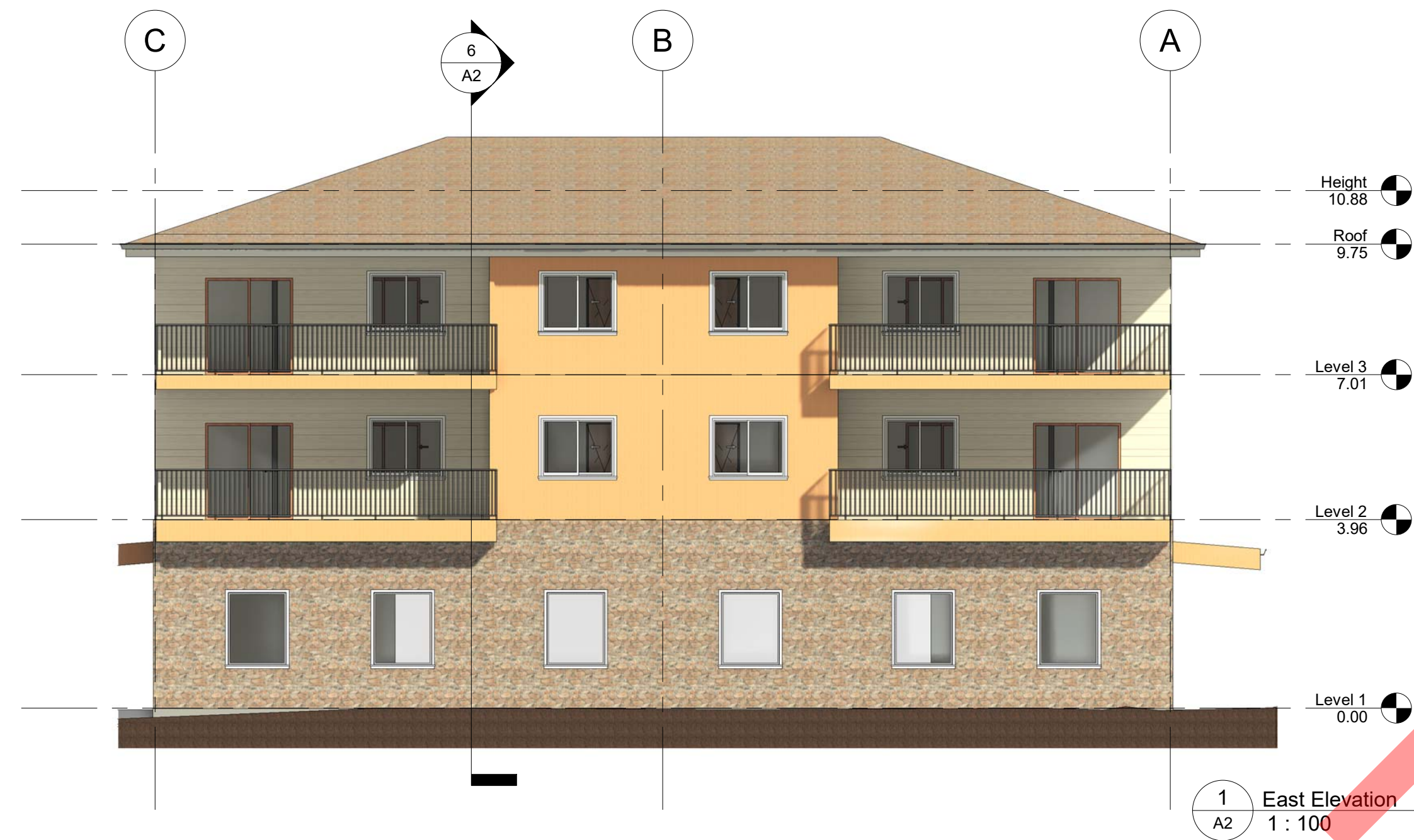
A2



7 3D View 2
A2



8 3D View 1
A2



The Corporation of the City of Penticton

Bylaw No. 2024-12

A Bylaw to Amend Official Community Plan Bylaw No. 2019-08

WHEREAS the Council of the City of Penticton has adopted an Official Community Plan Bylaw pursuant to the *Local Government Act*;

AND WHEREAS the Council of the City of Penticton wishes to amend "Official Community Bylaw No. 2019-08";

NOW THEREFORE BE IT RESOLVED that the Municipal Council of the City of Penticton, in open meeting assembled, hereby ENACTS AS FOLLOWS:

1. **Title:**

This bylaw may be cited for all purposes as "Official Community Plan Amendment Bylaw No. 2024-12."

2. **Amendment:**

"Official Community Plan Bylaw No. 2019-08" is hereby amended as follows:

2.1 To change the following designations as follows:

Amend Map 1: Future Land Use by changing the future land use designation for Lot 3 District Lot 250 Similkameen Division Yale District Plan 7560, located at 76 Duncan Avenue East, from "Infill Residential" to "Mixed-Use" as shown on Schedule 'A'.

2.2 Schedule 'A' attached hereto forms part of this bylaw.

READ A FIRST time this	day of	, 2024
A PUBLIC HEARING was held this	day of	, 2024
READ A SECOND time this	day of	, 2024
READ A THIRD time this	day of	, 2024
ADOPTED this	day of	, 2024

Notice of intention to proceed with this bylaw was published on the __ day of ____, 2024 and the __ day of ____, 2024 in an online news source and the newspaper, pursuant to Section 94.2 of the *Community Charter*.

Julius Bloomfield, Mayor

Angie Collison, Corporate Officer



City of Penticton – Schedule ‘A’

Official Community Plan Amendment Bylaw No. 2024-12

Date: _____

Corporate Officer: _____

The Corporation of the City of Penticton

Bylaw No. 2024-13

A Bylaw to Amend Zoning Bylaw 2023-08

WHEREAS the Council of the City of Penticton has adopted a Zoning Bylaw pursuant the *Local Government Act*;

AND WHEREAS the Council of the City of Penticton wishes to amend Zoning Bylaw No. 2023-08;

NOW THEREFORE BE IT RESOLVED that the Municipal Council of the City of Penticton, in open meeting assembled, hereby ENACTS AS FOLLOWS:

1. **Title:**

This bylaw may be cited for all purposes as "Zoning Amendment Bylaw No. 2024-13".

2. **Amendment:**

2.1 Zoning Bylaw No. 2023-08 is hereby amended as follows:

Rezone Lot 3 District Lot 250 Similkameen Division Yale District Plan 7560, located at 76 Duncan Avenue East, from R1 (Large Lot Residential) to C3 (Mixed Use Commercial) as shown on Schedule 'A'.

2.2 Schedule 'A' attached hereto forms part of this bylaw.

READ A FIRST time this	day of	, 2024
A PUBLIC HEARING was held this	day of	, 2024
READ A SECOND time this	day of	, 2024
READ A THIRD time this	day of	, 2024
ADOPTED this	day of	, 2024

Notice of intention to proceed with this bylaw was published on the ___ day of ____, 2024 and the ___ day of ____, 2024 in an online news source and the newspaper, pursuant to Section 94.2 of the *Community Charter*.

Julius Bloomfield, Mayor

Angie Collison, Corporate Officer



City of Penticton – Schedule 'A'

Zoning Amendment Bylaw No. 2024-13

Date: _____

Corporate Officer: _____

The Corporation of the City of Penticton

Bylaw No. 2024-14

A Bylaw to Amend Zoning Bylaw 2023-08

WHEREAS the Council of the City of Penticton has adopted a Zoning Bylaw pursuant the *Local Government Act*;

AND WHEREAS the Council of the City of Penticton wishes to amend Zoning Bylaw No. 2023-08;

NOW THEREFORE BE IT RESOLVED that the Municipal Council of the City of Penticton, in open meeting assembled, hereby ENACTS AS FOLLOWS:

1. **Title:**

This bylaw may be cited for all purposes as "Zoning Amendment Bylaw No. 2024-14".

2. **Amendment:**

2.1 Zoning Bylaw No. 2023-08 is hereby amended as follows:

Rezone Lot 2 District Lot 250 Similkameen Division Yale District Plan 39349, located at 1402 Main Street, from C7 (Service Commercial) to C3 (Mixed Use Commercial) as shown on Schedule 'A'.

2.2 Schedule 'A' attached hereto forms part of this bylaw.

READ A FIRST time this	day of	, 2024
A PUBLIC HEARING was held this	day of	, 2024
READ A SECOND time this	day of	, 2024
READ A THIRD time this	day of	, 2024
ADOPTED this	day of	, 2024

Notice of intention to proceed with this bylaw was published on the ___ day of ____, 2024 and the ___ day of ____, 2024 in an online news source and the newspaper, pursuant to Section 94.2 of the *Community Charter*.

Julius Bloomfield, Mayor

Angie Collison, Corporate Officer



City of Penticton – Schedule 'A'
Zoning Amendment Bylaw No. 2024-14

Date: _____

Corporate Officer: _____

The Corporation of the City of Penticton

Bylaw No. 2024-01

A Bylaw to Amend Official Community Plan Bylaw No. 2019-08

WHEREAS the Council of the City of Penticton has adopted an Official Community Plan Bylaw pursuant to the Local Government Act;

AND WHEREAS the Council of the City of Penticton wishes to amend "Official Community Bylaw No. 2019-08";

NOW THEREFORE BE IT RESOLVED that the Municipal Council of the City of Penticton, in open meeting assembled, hereby ENACTS AS FOLLOWS:

1. Title:

This bylaw may be cited for all purposes as "Official Community Plan Amendment Bylaw No. 2024-01."

2. Amendment:

"Official Community Plan Bylaw No. 2019-08" is hereby amended as follows:

2.1 To change the following designations as follows:

Amend Map 1: Future Land Use by changing the future land use designation for Lot 13 District Lot 1 Group 7 Similkameen Division Yale (Formerly Yale-Lytton) District Plan 3867, located at 460 Conklin Avenue, from "Detached Residential" to "Ground Oriented Residential" as shown on Schedule 'A'.

2.2 Schedule 'A' attached hereto forms part of this bylaw.

READ A FIRST time this	16	day of	January, 2024
A PUBLIC HEARING was held this	6	day of	February, 2024
READ A SECOND time this	6	day of	February, 2024
READ A THIRD time this	6	day of	February, 2024
ADOPTED this		day of	, 2024

Notice of intention to proceed with this bylaw was published on the 26th day of January, 2024 and the 2nd day of February, 2024 in an online news source and the newspaper, pursuant to Section 94.2 of the Community Charter.

Julius Bloomfield, Mayor

Angie Collison, Corporate Officer



Schedule A: OCP Amendment Bylaw 2024-01

Date:

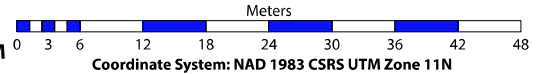
Corporate Officer:



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1:720
 Monday, January 8, 2024 11:59 AM



The Corporation of the City of Penticton

Bylaw No. 2024-02

A Bylaw to Amend Zoning Bylaw 2023-08

WHEREAS the Council of the City of Penticton has adopted a Zoning Bylaw pursuant the Local Government Act;

AND WHEREAS the Council of the City of Penticton wishes to amend Zoning Bylaw No. 2023-08;

NOW THEREFORE BE IT RESOLVED that the Municipal Council of the City of Penticton, in open meeting assembled, hereby ENACTS AS FOLLOWS:

1. Title:

This bylaw may be cited for all purposes as "Zoning Amendment Bylaw No. 2024-02".

2. Amendment:

2.1 Zoning Bylaw No. 2023-08 is hereby amended as follows:

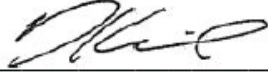
Rezone Lot 13 District Lot 1 Group 7 Similkameen Division Yale (Formerly Yale-Lytton) District Plan 3867, located at 460 Conklin Avenue, from R1 (Large Lot Residential) to RM2 (Low Density Multiple Housing) as shown on Schedule 'A'.

2.2 Schedule 'A' attached hereto forms part of this bylaw.

READ A FIRST time this	16	day of	January, 2024
A PUBLIC HEARING was held this	6	day of	February, 2024
READ A SECOND time this	6	day of	February, 2024
READ A THIRD time this	6	day of	February, 2024
RECEIVED the approval of the	13	day of	February, 2024
Ministry of Transportation on the			
ADOPTED this		day of	, 2024

Notice of intention to proceed with this bylaw was published on the 26th day of January, 2024 and the 2nd day of February, 2024 in an online news source and the newspaper, pursuant to Section 94.2 of the Community Charter.

Approved pursuant to section 52(3)(a) of the *Transportation Act*
 this 13th day of February, 2024



for Minister of Transportation & Infrastructure

Julius Bloomfield, Mayor

Angie Collison, Corporate Officer



Schedule A: Zoning Amendment Bylaw 2024-02

Date:

Corporate Officer:



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1:720
 Monday, January 8, 2024 12:01 PM

