



Committee of the Whole

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

Tuesday, December 18, 2018
Recessed from the Regular Council Meeting at 1:00 p.m.

1. **Call Committee of the Whole to Order**
2. **Adoption of Agenda**
3. **Delegations and Community Recognition**
 - 3.1 Red Cross Water Safety Honour Coin Presentation to Kerry Wagner & Kay Townley
Jane Bentley, Life Guard Supervisor on behalf of the Red Cross
 - 3.2 RCMP Quarterly Report 1-5
Supt. Ted DeJager
 - 3.3 SOEC Parking Report 6-232
Bregje Kozak, Director, Recreation and Facilities
JoAnne Kleb, Engagement Strategist
 - 3.4 Economic Development Industry Clusters 232-293
Hugh McClelland, Baird McClelland Consulting
4. **Adjourn to Regular Meeting of Council**

RCMP·GRC



ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

PENTICTON SOUTH OKANAGAN SIMILKAMEEN
REGIONAL DETACHMENT

PENTICTON STATISTICAL REPORT

January - November 2018

Open Report



PENTICTON STATISTICAL REPORT

January to November 2018 Open

Message from the Officer in Charge

Thank you for taking the time to read this report. This special report is specific to the City of Penticton and will be incorporated into the final year-end report for the Penticton South Okanagan Similkameen Regional Detachment in January. The final report will include comparisons between communities in our area for a more fulsome description of crime patterns in the region.



In January 2019, statistical reporting using the Uniform Crime Reporting methodology will change. In essence, 2019 will be year one for the new system and will provide a new baseline for crime reporting to our communities. As a result, it will no longer be effective to compare 2019 data to years past, therefore, the final report in January will be the last one comparing historical crime trends for the foreseeable future.

The Community Active Support Table (CAST) is up and running and has already dealt with over 25 situations where members of our community were at an acutely elevated risk. They have either been connected to services or their risk has been mitigated. This is an important first step for CAST which will be moved to the regional area covering the whole South Okanagan and Similkameen in the spring. Although CAST is not the only solution to the social concerns in our community, its strength lies in its multi sectoral approach bringing all partners together around the same table once a week in order to support persons in a vulnerable state.

Once again, it is important for me to state my support for the housing initiatives that are moving forward, since they will have a large impact on the perception of homelessness and vulnerable populations in Penticton. An additional police officer will be added to our Community Support and Enforcement Team in January, who will primarily focus on youth and downtown community issues including support to the housing units in the area.

Finally, as borne out in the attached statistics, much of the crime in communities can be prevented through increased vigilance in locking doors, securing valuable items and looking out for our neighbors. We will be moving forward with our communications plan to help people understand the importance of participating in block watch and being part of the overall solution to property crime in our communities. That does not mean we can prevent all victimization, but the vast majority of crime in the South Okanagan is committed by a small group of prolific offenders who we will continue to aggressively target.

Open Report | 12/12/2018



Penticton Overall Dash Board (Compstat Tracking)

Offence Type	2017 YTD (Jan 1 to Nov 30)	2018 YTD (Jan 1 to Nov 30)	%Change 2017 to 2018
AUTO THEFT	199	143	-28%
BREAK & ENTER-BUS	143	179	25%
BREAK & ENTER-OTH	154	93	-40%
BREAK & ENTER-RES	131	97	-26%
MENTAL HEALTH ACT	644	707	10%
THEFT FROM VEHICLE	655	747	14%
PERSONS VIOLENT CRIME (DV)	75	83	11%
PERSONS VIOLENT CRIME	354	424	20%
PROPERTY CRIME	3145	3262	4%

Penticton Top Ten Calls for Service (1)

Top 10 Calls For Service (YTD 2018) - Penticton Detachment (Municipal Only)	
Intial Call Type	Number of Calls
THEFT	1,461
ABANDONED 911	1,228
DISTURBANCE	1,025
UNWANTED PERSON	857
SUSPICIOUS PERSON	784
SUSPICIOUS CIRCUMSTANCES	704
ALARM	587
TRAFFIC INCIDENT	578
PROPERTY	555
DRUGS	463

Penticton Top Ten Criminal Code/CDSA Offences (2)

Top 10 Criminal Code/CDSA Offences (YTD 2018) - Penticton Detachment	
Offence	# of Files
CAUSE A DISTURBANCE	743
THEFT FROM MV UNDER \$5000	741
MISCHIEF - LOSS ENJOYMENT PROP	428
MISCHIEF \$5000 OR UNDER	395
THEFT-OTHER UNDER \$5000	342
THEFT-SHOPLIFTING UNDER \$5000	283
FAIL TO APPEAR	228
BREAK & ENTER-BUSINESS	179
THEFT BICYCLE UNDER \$5000	170
ASSAULT-COMMON	169



Penticton Violent Crime Analysis (3)

Persons Violent Crime - Offence Types, Penticton Detachment*(YTD 2018**)		
UCR Summary	# of files	% of Violent Crime Files
ASSAULT-COMMON	169	39.9%
UTTER THREATS AGAINST PERSON	73	17.2%
ASSAULT-W/WEAPON OR CBH	43	10.1%
HARASSING COMMUNICATIONS	31	7.3%
SEXUAL ASSAULT	20	4.7%
INDECENT COMMUNICATIONS	19	4.5%
ASSAULT POLICE-COMMON	14	3.3%
ASSAULTS-OTHER	9	2.1%
SEXUAL INTERFERENCE	8	1.9%
ROBBERY W/OTHER OFFENSIVE WPN	6	1.4%
ROBBERY-OTHER	6	1.4%
CRIMINAL HARASSMENT	4	0.9%
ASSAULT POLICE-W/WEAPON OR CBH	3	0.7%
EXTORTION	3	0.7%
ASSAULT-AGGRAVATED	2	0.5%
DIST INTIMATE IMAGE-NO CONSENT	2	0.5%
FIREARM-POINTING	2	0.5%
INVITATION TO SEXUAL TOUCHING	2	0.5%
SEXUAL ASSAULT W/WEAPON OR CBH	2	0.5%
ASSAULT OTH P/O-W/WPN OR CBH	1	0.2%
ASSAULT OTHER P/O-COMMON	1	0.2%
FORCIBLE CONFINEMENT	1	0.2%
KIDNAPPING	1	0.2%
ROBBERY W/FIREARM	1	0.2%
VOYEURISM	1	0.2%

An analysis of Assault with Weapon or Causing Bodily Harm indicated that in every case the victim and offender knew each other or were involved in a prolific/high risk lifestyle.

1. Calls for service data excludes duplicate files and files created in error. Initial call type does not reflect any changes in scoring/file type that may have occurred since the call was made or whether or not the call resulted in a founded file.
2. Top 10 Criminal Code/CDSA offences includes only founded, primary scored files that occurred within the Penticton detachment area (excluding Okanagan Falls, Kaleden & Naramata).
3. Penticton detachment area excluding Okanagan Falls, Kaleden & Naramata . all Data is from January 1 to November 30, 2018



Penticton Clearance Status – Persons Violent Crime 2018 YTD

Clearance Status - Persons Violent Crime, 2018 YTD		
Clearance Status	# of Files	% of Files
Founded not Cleared	191	45.0%
Charged	140	33.0%
Departmental Discretion	56	13.2%
Complainant Won't Lay Charges	35	8.3%
Accused Less Than 12 Yrs Old	1	0.2%
Alternative Measure	1	0.2%

Clearance status is based on the CCJS field and does not reflect any changes in scoring (ie if a suspect was identified at a later date and charges forwarded) that may have occurred since 2018-12-07.



Council Report

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Date: December 18, 2018 File No:
To: Peter Weeber, Chief Administrative Officer
From: Bregje Kozak, Director Recreation & Facilities
JoAnne Kleb, Engagement Strategist
Subject: **South Okanagan Event Centre (SOEC) Parking Study Report**

Staff Recommendation

THAT the Committee of the Whole receive into record the report entitled 'Parking Strategy and Traffic Management Plan for the South Okanagan Event Centre', dated November 2018.

Strategic priority objective

Community Building: Invest in services and infrastructure fundamental to quality of life.

Background

The City of Penticton retained Urban Systems Ltd. to update the 2015 South Okanagan Events Centre (SOEC) Parking Strategy, which was completed prior to the Cascades Casino being constructed and having opened in April 2017. The purpose of this study is to develop a short to medium-term parking strategy and traffic management plan to address parking and traffic pressures experienced at the SOEC campus.

The study considers parking capacity and demand, pedestrian safety and connectivity, parking impacts to adjacent areas and residential streets, and traffic operation and circulation within and around the SOEC site.

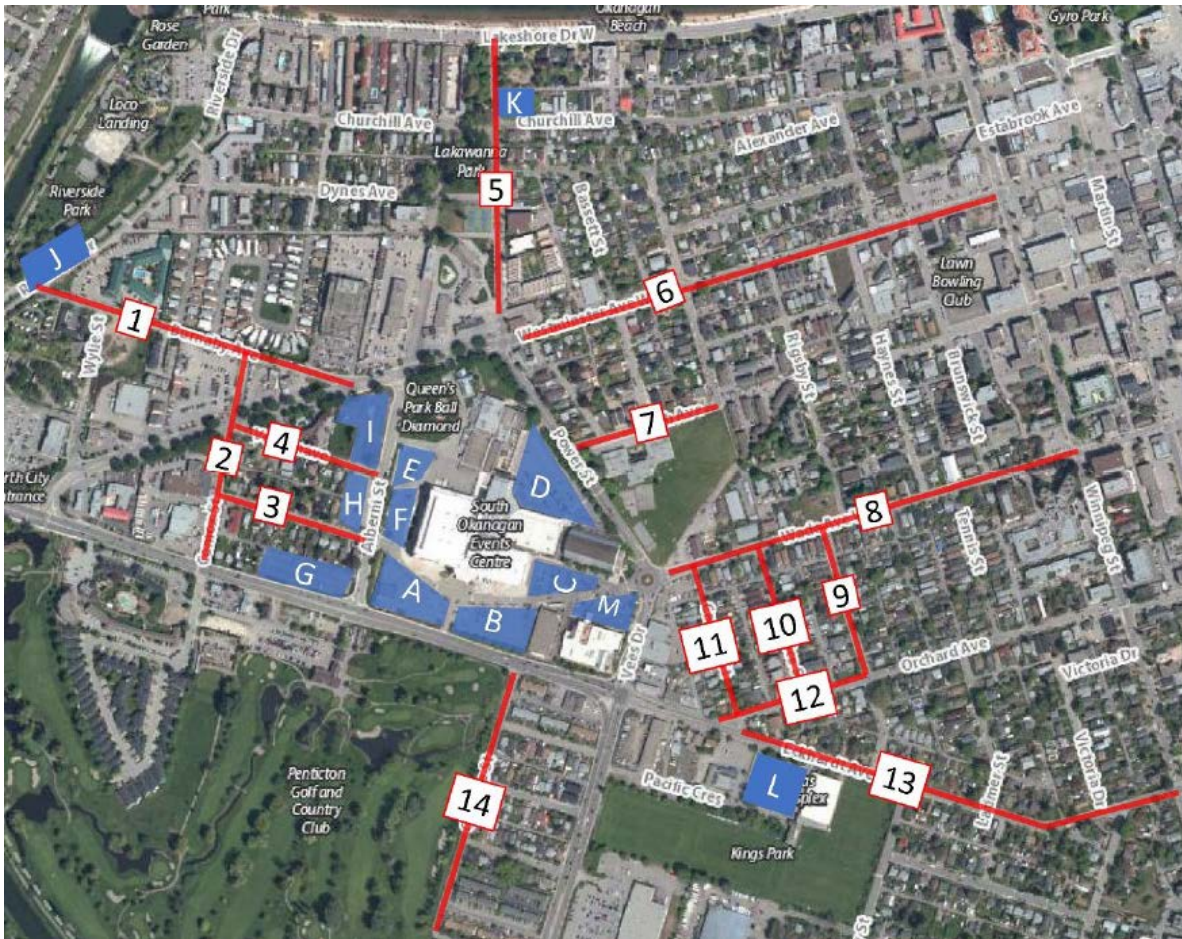
The study consists of:

1. Existing inventory and conditions assessment,
2. Option development and evaluation,
3. Recommendations and implementation strategy, and
4. Community Engagement and feedback.

1. Existing Inventory and Conditions Assessment

This phase of work included completion of an updated parking inventory, collection of parking demand data and obtaining feedback from stakeholders and community members. The scope of the study included on street, off street and on-site parking as noted in (Figure 1) below.

Figure 1 – Scope of Study



Existing parking inventories were updated from previous studies and include actual counts of on-street parking supply, on-site parking spots, adjacent off-site lots and distant off-site lots. The inventory count resulted in a total parking capacity of 2,266 broken down as follows:

Area	Parking lot	General Spaces	Accessible Spots	Total Capacity
On-street Parking	Residential streets west, east and north of the SOEC	833	0	833
On-site	All SOEC lots: Convention Centre, SOEC, Community centre, Curling Club, Memorial Arena, Casino, (A, B, C, D, E, F and M)	822	44	866
Adjacent Off-site Lots	Eckhardt Lot, Alberni Lot and Vernon Lots (I, H and G)	312	0	312
Distant Off-site Lots	Riverside, Lakawanna, Adidas Sportsplex (K, J and L)	246	9	255
	TOTAL:	2213	53	2266

The number of required parking spaces was confirmed with the City Zoning Bylaw. The table below (Figure 2) summarizes the required parking spaces as per the City bylaw compared to the existing supply on the SOEC complex.

This analysis concludes that the immediately adjacent on-site parking has a shortfall of 19 spots for the campus as a whole. However, when the adjacent off-site lots are factored into the calculation, there is an excess supply of 293 spots. The adjacent off-site lots are directly across the street from the SOEC and within approximately 5 minute walking distance to any building on the SOEC campus.

Although there are more accessible parking spots than required by the Zoning Bylaw, additional temporary accessible parking spots are often created for certain community programs and events that may have demand for more accessible parking areas.

Figure 2 – City Zoning Bylaw

Parking Lot Area	Required Parking				Existing Supply*		Excess / Shortfall	
	Access. Parking	Total	Access. Parking	Total	Access. Parking	Total	Access. Parking	Total
SOEC and OHS	7	332	8	369	8	388	0	19
Curling Club	1	37						
Memorial Arena	2	82	2	82	10	97	8	15
Convention Centre	2	122	5	265	13	253	8	-12
Community Centre & Cleland Theater	3	143						
Wine Info Centre	1	8						
Casino Complex	2	107	3	115	13	74	10	-41
Total			18	831	44	812	26	-19
Total (including off-site lots)			18	831	44	1,124	26	293

**Total supply does not include the staff lot, west of the SOEC*

The Cascades Casino has met their contractual obligations and City Zoning Bylaws for required parking. As per the Bylaw, they are required to have 80 parking spots. They currently have 65 spots within their leased area (also known as their easement area) for exclusive use of the Casino and Wine Centre. The additional 15 spots are made up through payment of shared parking spots accommodated within the general SOEC parking areas. These spots are not designated and are first come first served. The Casino pays \$48.60 annually per stall.

Additional contributions from the Casino include payment of \$180,000 towards the construction of the Eckhardt Ave. parking lot, funding of event shuttles and park-and-ride services, and leasing of a parking lot on the corner of Hwy #97 and Eckhardt for staff parking. The free Cascades Casino shuttle is also offered to anyone wishing to get a ride to the SOEC site.

After confirming inventory, the next step in the process was to confirm existing conditions and parking demand data. This was done by completing an existing condition review where data was collected on-site by observing parking demands, traffic and pedestrian circulation and parking habits during three different scenarios; a typical weekday, a busy weekend day, and a special event scenario such as large concerts at

SOEC or convention at the Penticton Trade and Convention Centre (PTCC) with multiple concurring events at various venues on site. The data collection concluded that:

- Typical weekday parking on residential streets is not impacted by SOEC patrons and SOEC on-site lots are under 50% utilized. Adjacent lots and distant off-site lots were unused.
- On a busy weekend (without a special event) the on-site lots were nearing capacity from about 11AM to 5PM, but adjacent off-site lots were largely unused. Residential streets saw little to no impact from the SOEC activity. The highest demand lots were the Casino, Memorial Arena lot and Community Centre/PTCC lot which were at capacity before any of the other parking areas.
- During a special event, which can also include a Penticton Vees game, all lots including on-site and adjacent off-site lots were full. Distant off-site lots were largely unused. Residential streets were impacted with parking from SOEC patrons before, during and after the event.
- Traffic conditions during a special event were congested prior to and immediately following the event. Before the event, delays and queuing were mainly caused by drivers stopping to pay for parking, as the SOEC typically charges to park if events are deemed to have over 50% attendees from out of town.
- After event traffic congestion was caused by the high volume of traffic leaving the site simultaneously but lasted only for a short period of time and was not deemed to be a significant issue.
- Frustration was experienced by drivers on a special event day with trying to figure out which lots were full and which ones had parking availability, contributing to the congestion issues.

Based on previous studies, collected data, survey results, and community engagement, the following issues have been identified regarding parking at the SOEC complex:

- There are **parking demand pressures** during busy days and special events, especially in the high demand lots, due to many different types of facilities and various user characteristics at the complex. The demand for accessible spots becomes an issue during certain types of events.
- **On-street parking pressures** are prevalent during busy days and special events at the SOEC. Residents are negatively impacted by these parking pressures as on-street parking is occupied and traffic increases in their neighbourhood.
- **Traffic circulation and congestion** occurs at the beginning and end of larger events at the SOEC complex. High volumes of traffic entering or leaving the site simultaneously cause bottlenecks at entrances and exits to the parking areas.
- **Pedestrian / bicycle connectivity** and safety is subpar or non-existent in some areas.
- There is currently no **wayfinding or directional signage** to help patrons navigate to or throughout the site or parking areas. There is also no signage for pedestrians to navigate their way through the site.

2. Options Development and Evaluation

Taking into consideration the existing conditions and demand data as well as community and stakeholder feedback, a series of **five guiding principles** were developed:

1. **Optimize existing parking areas** – Improve parking efficiency within current land and space, no net reduction in parking supply
2. **Improve Pedestrian Safety and connectivity** –Provide clear pedestrian routes and pathways to facilitate comfortable and safe access to all areas of the complex
3. **Better management of traffic circulation, access and wayfinding** - Ensure vehicle traffic on site, and to and from the site, is accommodated with clear routing that mitigates congestion and seamlessly guides drivers to their desired destination.
4. **Mitigate SOEC patron parking on adjacent residential streets** - Ensure off-street and on-street parking supply to minimize parking on residential streets.
5. **Provide Opportunity for additional parking** – Encourage future increase in parking supply or addresses managing parking demand.

Improvement options to address parking needs were classified into four categories and each option was evaluated and assessed based on alignment with the guiding principles and conceptual cost estimates:

- Option A: Parking Reconfiguration and Addition
- Option B: Parking Policies and Management
- Option C: Wayfinding
- Option D: Pedestrian Facilities/Connectivity

Option A: Parking Reconfiguration and Addition

This option includes reconfiguration and addition of on-site and adjacent parking areas. The intent of the reconfiguration options are to improve traffic flow and increase parking capacity wherever possible. Following is a summary of the improvement opportunities developed through this option. Note that detailed option descriptions and drawings are included in the full report, **Appendix A**.

Curling Club	Three options were considered for reconfiguration (including the removal of the Queens entrance driveway), with a maximum net gain of 13 spaces, at a cost of about \$100,000.
Community Centre/PTCC	Two reconfiguration options were considered with a maximum net gain of 19 spaces, at a cost of about \$70,000.
West SOEC lot	Reconfiguration of the 'SOEC Staff' parking area and drainage improvements for a net gain of 34 spaces at a cost of over \$500,000.
New lot on South side of Eckhardt (Agur property)	177 new spaces for a cost of about \$770,000 (not including land acquisition).
Existing Eckhardt expansion	Expand to the south of the existing lot, net gain of 60 spaces at a cost of about \$300,000.
New lot 902 Creston	New additional parking lot just south of the SOEC site, net gain of 12

	spaces at a cost of about \$180,000.
Baseball Diamond Lot	New parking lot to replace baseball diamond, net gain of 165 spaces. This option has not been pursued further at this point as it impacts existing park space. This could be considered as part of a larger future project.
New Parking Structure	Multi-level parkade would substantially increase parking capacity at a significant cost of about \$35,000 per spot. This could be considered as part of a larger future project.

Option B: Parking Policies and Management

This option includes reviewing opportunities for managing parking supply through restrictions for on-street residential areas and on-site parking lots. Consideration was also given to dynamic capacity messaging, staff parking areas and future opportunities for pay parking. These options don't require physical alteration of parking areas, but will require operational resources to create and enforce parking management policies.

On-street restrictions	On-street parking restrictions will increase parking availability for residents on adjacent streets. Options for time restricted parking or permit could be considered. Enforcement and permitting will be required.
Off-street restrictions	Time-restricted parking typically increases turnover and mitigates patrons (and staff) from parking all-day in high-demand parking lot areas. Based on data and site observations, these areas are: Community & Convention Centre Lot, Memorial Arena lot, and the area adjacent to the curling club. Time restrictions can be established based on need but would typically be between 2 to 4 hours max. Enforcement would be required.
Staff Parking	Consider establishing designated staff parking lots for event days. This would mitigate staff parking all day in the high-demand on-site lots (i.e. Community Centre/PTCC, Memorial Arena and Casino lots) and would increase the availability of parking for site patrons. Implementation requires clear and effective communication with the all staff regarding parking policies. Possible locations could be the Alberni lot behind PTCC and distant off-site lots.
Pay Parking	Pay parking is an effective parking management tool that increases turnover and can shift travel patterns to reduce parking demand. Implementing on-street and off-street restrictions is usually a good first step before implementing any type of pay parking system. Pay parking could be considered for high demand lots in the future and should be considered during long-range planning.
Dynamic messaging	Dynamic message signs can be used to give real-time information to drivers about the availability of parking in various parking lots. The objective for this type of system would be to improve traffic flow and circulation so people know where they can park before they get to site or as they arrive to site. This may be difficult to implement in a site like the SOEC with multiple entrances and exits but could be considered for future long-range planning.

Option C: Wayfinding

This option includes reviewing the need for wayfinding signage to and on site to help provide information on parking areas and to re-direct traffic to lower demand parking areas.

Wayfinding signage for Site Access	Directional signage on Hwy #97 and Westminster Ave will improve traffic circulation and mitigate traffic congestion points by purposely dispersing traffic approaching the SOEC from the west, and minimizing traffic turning left onto Alberni or continuing through to Power Street and the roundabout near Memorial, which tends to be a heavily congested area, especially during events. This is a relatively low cost option and will require approval from the Ministry of Transportation. (approximate cost \$12,000)
On-site wayfinding signage	Installing wayfinding signage at the entrances to parking lots and buildings, and other key locations around the SOEC would assist in navigating the site to reach their desired destination both for vehicles and pedestrians. Signage could include parking locations, building locations, site identifiers and walking times to the various areas on site. (approximate cost up to \$93,000)

Option D: Pedestrian Facilities and Connectivity

This option includes reviewing opportunities to enhance pedestrian connectivity and safety, in particular the areas around the Casino, Curling Club and SOEC main entrance. Following is a summary of the improvement opportunities developed through this option. Note that detailed option descriptions and drawings are included in the full report, **Appendix A**.

Sidewalks and connectivity	This option provides sidewalks to connect the Curling Club lot to the Casino and up to Memorial arena, as well as a sidewalk from Eckhardt Ave along the west side of the Curling Rink. The sidewalk and crosswalk construction would improve pedestrian connectivity on site and utilizes existing curbs and space to avoid impact to the existing parking areas. (approximate cost up to \$120,00)
Memorial Arena Loading Zone Expansion	This option considers relocating the accessible spots in front of Memorial Arena just across from where they are currently, and creating a loading zone to enhance circulation and safety in this lot. Currently there is no loading area and when the lot is busy, drop off for Memorial Arena patrons can be a challenge. There is some construction required and results in a net reduction of 10 parking spaces.
SOEC Crosswalks	Adding crosswalks in front of the SOEC main entrance will enhance public safety and provide traffic calming effects. This is a low cost option as it includes road painting and no construction. (approximate cost up to \$21,000)

Transportation Demand Management (TDM) Opportunities

Transportation Demand Management (TDM) refers to policies and initiatives that encourage other modes of transportation as an alternative to single-occupancy-vehicle. The SOEC currently uses TDM strategies during busy weekends and special events, including shuttles and pay parking.

These TDM measures align with many of the guiding principles as they reduce the overall parking demand, optimize existing parking, mitigate traffic congestion and minimize on-street parking impacts. The options may have varying degrees of success, but TDM options are typically low risk and cost to implement.

Some examples of TDM opportunities:

- **Transit subsidies for SOEC complex staff** may be provided to encourage employees to take public transit to work.
- Consider working with BC Transit to discuss opportunities to **improve transit accessibility** and service hours to the SOEC. This may include regular transit and Handy-DART services. Improved transit service may also assist in addressing concerns raised by the community regarding limited accessible parking during special events and busy days at the SOEC.
- **Improved pedestrian, bicycle facilities** connecting to and within the SOEC complex ensures the safety and comfort of pedestrians and cyclists. **Trip end facilities**, consisting of safe bike storage and showers/changing facilities, may be provided to support commuters and others travelling to the SOEC.
- **Bike valets** could be provided at special events and conferences and will decrease risk of theft or vandalism.

In addition to the options identified above, other considerations were explored to address community concerns.

- **Alternative parking configurations were explored**, such as angled parking and one-way drive aisles. These options were not pursued as the cost is high compared to the potential net gain in parking.
- **Collaborate with nearby businesses to share parking areas** during busy event times. Nearby groups that may be considered due to proximity and opposite peak patron hours include the Queen’s Park Elementary School and Sherwood business centre.
- **Concerns regarding limited supply of accessible parking** during special events and busy days at the SOEC was identified through public engagement. Accessible parking was specifically considered in each option and opportunities to optimize the availability of accessible parking were included.

3. Recommendations and Implementation Strategy

The results of the study and engagement process identify a number of unique improvements options that have been evaluated against the guiding principles, impact and cost of implementation, and categorized into short, medium and long term recommendations.

Short term recommendations (0-2 years) include work that is low risk, high impact, lower cost and relatively easy to implement. It is important to note that parking policy and management work will require enforcement and permitting. The 2019 budget process will be requesting direction on capital and operational expenditures related to the short-term recommendations as presented in Figure 3 below:

Figure 3 – Short Term Recommendations

Option Series	Option Description	Cost Estimate (2018 \$)	Identified Issue	Improvement
Parking Policies and Management	On-street restrictions: Provide time restricted or permit parking on adjacent residential streets	Operational Cost	On-street parking pressures and increased neighborhood traffic	Reduces on-street parking impacts during events

	On-site parking restrictions: Provide 2-4 hour time restricted parking in high demand lots (PTCC/community centre, Memorial Arena)	Operational Cost	Parking demand pressures in high demand lots	Increases turnover and minimizes staff parking in high demand areas. Effective TDM tool.
Wayfinding	Site Access Signage: Provide signage along Eckhardt and Westminster to route traffic to site from the West.	\$12,000	Traffic circulation and congestion at Alberni St. and roundabout on Power St.	May reduce traffic congestion
	On-site Signage: Provide signage on site to identify parking locations, building locations and walking times.	\$93,000	Pedestrian connectivity and safety	Improves pedestrian and vehicle accessibility
Pedestrian Facilities	SOEC Crosswalks: Provide crosswalks in front of SOEC main entrance and at locations near Casino to help control pedestrian and vehicular traffic	\$21,000	Pedestrian connectivity and safety	Improves pedestrian safety

Medium term recommendations (3-5 years) as identified in Figure 4 below, should be considered in future budget discussions or when considering development and future site planning. These options require design and construction and tend to have a higher cost associated with them.

Figure 4 – Medium Term Recommendations

Option Series	Option Description	Cost Estimate (2018 \$)	Identified Issue	Improvement
Parking Reconfiguration and Addition	Curling Club lot reconfiguration: create additional parking and removal of Queen’s boulevard (net gain of 13 spaces)	\$101,000	Parking demand pressures	Increase parking supply
	Community Centre/PTCC lots reconfiguration: reconfigure lot to add up to 19 spaces	\$71,000	Parking demand pressures	Increase parking supply
	Eckhardt Lot Expansion: Create parking lot out of City property to the West of the existing Eckhardt lot (net gain of 60 spaces)	\$300,000	Parking demand pressures	Increase parking supply
	New lot on Creston: Create new parking lot out of City property directly West of SOEC. (net gain of 12 spaces)	\$180,000	Parking demand pressures	Increase parking supply

Pedestrian Facilities	Casino Pedestrian Facilities: Add sidewalks and crosswalks to provide safe connections between Memorial Arena, SOEC, Curling Rink and Casino	\$91,000	Pedestrian connectivity and safety	Improves pedestrian safety
	Curling Club to Eckhardt Connection: Add sidewalk and lighting to provide pedestrian connection from Eckhardt to SOEC	\$30,000	Pedestrian connectivity and safety	Improves pedestrian and vehicle accessibility

Long-term recommendations as identified in Figure 5 below, should be considered in future development and planning. These options require significant design and construction and have a high cost associated with them.

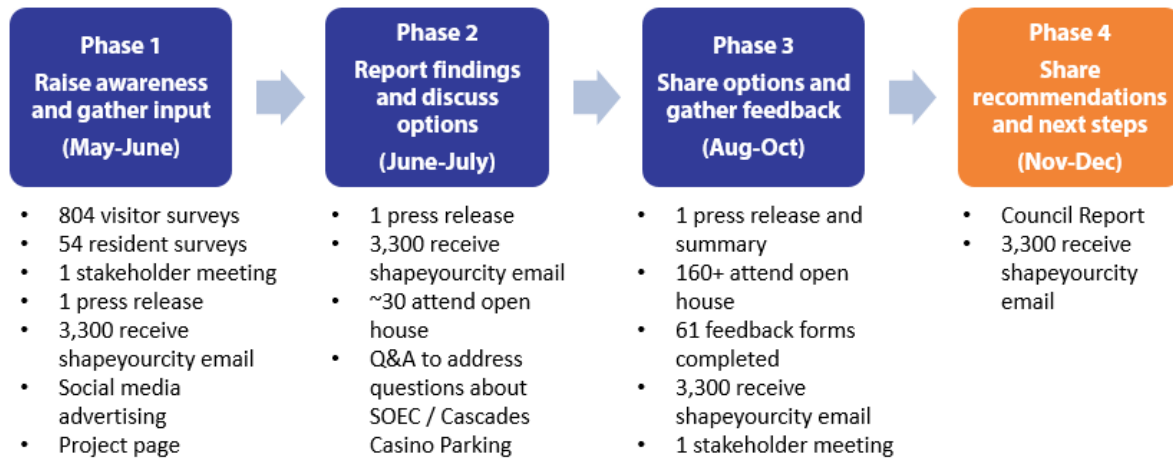
Figure 5 - Long Term Recommendations

Option Series	Option Description	Cost Estimate (2018 \$)	Identified Issue	Improvement
Parking Reconfiguration and Addition	West SOEC lot: Reconfiguration of the existing 'SOEC Staff' parking area and drainage improvements (net gain of 34 spaces)	\$570,000	Parking demand pressures	Increase parking supply
	New Eckhardt Lot: New lot on the South side of Eckhardt, adjacent to gold course (Agur property)	\$770,000 (not including land acquisition).	Parking demand pressures	Increase parking supply
	New Parking Structure: Multi-level parkade would substantially increase parking capacity at a significant cost. This could be considered as part of a larger future project.	\$35,000 per spot	Parking demand pressures	Increase parking supply
Parking Policies and Management	Pay Parking: An effective parking management tool that increases turnover and can shift travel patterns to reduce parking demand. Pay parking could be considered for future high demand lots.	TBC	Parking demand pressures	Effective TDM tool, increases turnover

4. Community Engagement and Feedback

Parking pressures at the SOEC complex was the focus of many frustrated comments on social media and in Letters to the Editor in the local newspapers leading up to the study. Staff developed an engagement program to involve the community in the study to provide an official process for residents to share their feedback about parking issues at the SOEC – good and bad - and their suggestions for improvements. The engagement program was conducted in four phases beginning in May of 2018 providing multiple opportunities for the community to be involved as the study progressed. The following chart, Figure 6, shows how the community was involved in the development of the recommendations and kept informed throughout the study.

Figure 5- Community Engagement Process



What did we hear?

Interested citizens were invited to participate in a survey and attend an open house in the first two phases of the engagement program. Through these activities, participants shared their habits and preferences for visiting the complex and for parking and offered their suggestions for improvements. Some of the findings from these engagement activities are included below. The complete results are included in the detailed report in **Appendix A**.

Visitors to the SOEC

- The City received 804 surveys from visitors to the site. Approximately 200 of the surveys were paper copies collected at the community centre. The majority of participants (86%) identified themselves as residents of Penticton.
- The complex is popular and well used. Of the survey participants, 57% visit 2 to 4 times per week or more. The most popular destinations for people completing the survey are the SOEC (21%) and the pool (19%). The site is busier than the original estimate of 8 to 10 busy nights per year.
- Most people find it easy to park in the morning or early afternoon on weekdays (89%). The most difficult times to park are weekday evenings (53%) and weekends (65%) including special events. Of the participants, 18% find it easy to park most of the time and 26% find it difficult to park most of the time. Many participants can find parking on most days either a short walk (less than 5 minutes) or a medium walk (between 5 to 10 minutes) to their destination.

- Most are not willing to pay to park for regular use (86%). There is some willingness to pay to park during special events (56%). There is also some interest in using a shuttle service or transit for special events (42% are somewhat willing to take a shuttle and 11% are very willing.) Some comments suggest there is willingness to ride a shuttle depending on the design of the service.
- Special event weekends are the most challenging. Event weekends are especially difficult for visitors who require accessible parking as well as for users of the community facilities. A lack of accessible transportation options are increasing the demand for accessible parking.
- The primary access to the complex is on the east side along Hwy 97 which increases congestion in the roundabout and the neighbouring areas during special events in particular. There is reluctance to park on the west side especially during the evening due to the lack of pedestrian walkways and sufficient lighting.
- Participants support many of the suggestions to better manage parking that are currently being explored such as improving signage and directions to drivers and developing the newly purchased lots into parking. In terms of suggestions for improvements, most support adding parking such as a free parkade (68%), removal of Queen's Blvd (80%), and developing the Alberni lots (68%).
- Some of the comments received in the survey expressed frustration with the decision to place the casino on the SOEC site and offered that the pressures could have been anticipated and prevented.

Residents near the SOEC

- The City received 54 surveys from residents who live near the complex. Many of the respondents live in single family homes (53%), have two more cars (63%) and use on-street parking daily (46%) in addition to off-street parking.
- Of the survey participants, 47% find it difficult to park in front of their homes during special events and 60% say evenings after 6 pm are also a problem. Some also indicated there is pressure on parking during the summer (23%).
- All surface parking lots are at or near full capacity during busy weekends. Parking tends to overflow into residential areas on the east side of the complex more so than the west. Neighborhood residents also report inappropriate behaviour by event attendees during some events.
- Participants are very supportive of any option that would relieve parking pressures near their homes. Some participants expressed interest in Resident Only Parking especially for residents on Caribou and Creston.

Stakeholders on the site

- Staff established a working group made up of representatives from the Penticton Curling Club, Spectra, the Penticton Trade & Convention Centre, the Community Centre, Dale Charles Physiotherapy, Travel Penticton, Wine Info Centre, the Okanagan Hockey Group, and Interior Health. Combined, the groups estimate that there are about 140 staff on site on a typical day.
- The group reviewed the scope of the study, completed a survey and reviewed the findings and recommendations. Their results reinforced the findings of the other surveys confirming that the most challenging time is during special events.

- Of the options explored, they would like to implement pay parking, improve wayfinding signage and communication of parking options as well as improve pedestrian and cyclist facilities.

Based on the feedback and data collected, a number of improvement options were developed. These options were reviewed with the community at a second open house in August 2018 that was attended by 160+ residents. Feedback forms were completed by 61 participants. Some of the findings from the feedback form include:

- Participants were generally supportive of all of the options to add more space by reconfiguring existing lots and developing new parking. Some questioned the feasibility of adding parking across the highway in terms of safety and the need for an overpass.
- In the comments section, participants reiterated their frustration that citizens may bear the cost of these improvements when they believe the increased parking pressure is a result of the location of the casino on the property.
- Feedback on the options to introduce parking management and policies indicated interest in seeing more information about support for carpooling, secure bike areas, shuttles and transit. This feedback was echoed in the open comments section.
- Many participants liked the suggestions to improve wayfinding signage for both vehicles and pedestrians as well as suggestions to improve the safety of the SOEC Crosswalks.

The engagement program concluded that there was a high level of participation in the survey where participants indicated their appreciation for the amenities on the site and their ongoing frustration with the parking issues. Their habits and preferences showed that the parking issues are time sensitive and seasonal but more frequent than originally estimated. They do support the addition of parking through development of new lots or reconfiguration of existing spaces but there is a reluctance to pay for parking and a desire to see the Casino fund any additional parking. They also indicated that more work is needed on alternatives such as carpooling, cycling, transit and shuttles. Two workshops involving the community and representatives from transit, active transportation and the SOEC complex are proposed to develop more detailed recommendations to address these requirements.

Next Steps

Pending direction from Council, following are the proposed next steps in this process:

- Publish final report based on Council feedback.
- Facilitate two workshops with community members, transit, active transportation and SOEC businesses to discuss TDM opportunities.
- Initiate short-term recommendations through 2019 budget deliberations.
- Budget for future medium-term and long-term options.
- Consider implementing TDM measures.
- Work with BC Transit and Handy-DART to discuss opportunities to improve transit accessibility and services to the SOEC, specifically for users with mobility challenges.
- Continue to inform the public about improvements and changes to parking at the SOEC as the implementation strategy is followed.

Financial implication

Staff are proposing to include up to \$100,000 in the 2019 capital budget process to address short term recommendations including site access signage, wayfinding signage, crosswalks and sidewalk improvements. The remaining improvement options will be included in future years' budget process.

On-street parking restrictions and on-site parking lot restrictions will require permitting and enforcement. Operational impacts will be addressed in the 2019 Bylaw budget requests.

Analysis

SOEC parking pressures have increased over the past several years due to introduction of the Casino and a general increase in traffic to the various business and services on site. A detailed parking study was completed to better understand where the parking pressures are and to provide recommendations for improvement options.

The recommendations that are coming out of this report focus on short to medium term options that can be implemented with relatively low cost and impact. Although some of the options presented include addition of parking lots or spaces, many of the recommendations are related to parking demand management and optimizing efficiency of existing parking areas. As good corporate citizens of sustainability, demand management measures and efficiency optimization should be considered a priority over building new parking, when applicable.

Alternate recommendations

None

Attachments

Appendix A – Parking Strategy & Traffic Management Plan for the SOEC, Urban Systems, November 2018

Respectfully submitted,



Bregje Kozak
Director, Recreation & Facilities

Concurrence

Chief Administrative Officer PW



Parking Strategy and Traffic Management Plan

for the South Okanagan Event Centre

Final Draft Report

*Prepared For:
The City of Penticton*

**PARKING STRATEGY AND TRAFFIC MANAGEMENT PLAN
FOR THE SOUTH OKANAGAN EVENT CENTRE
FINAL DRAFT REPORT**

Client: Attention: Bregje Kozak, Director of Recreation and Facilities
City of Penticton
325 Power Street
Penticton, BC
V2A 7K9

Prepared by: Urban Systems Ltd.
304 – 1353 Ellis Street
Kelowna, BC V1Y 1Z9
Tel: (250) 762-2517

Prepared by: Jasmine Smith, EIT
Jr. Transportation Engineer

Reviewed by: Ian Roth, P.Eng.
Transportation Engineer

Date issued: September 21, 2018 Draft Report
November 13, 2018 Final Draft Report
December 3, 2018 Final Draft Report – R1

Project No.: 1017.0053.22

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EXECUTIVE SUMMARY

The City of Penticton retained Urban Systems Ltd. to update the 2015 South Okanagan Events Centre (SOEC) Parking Strategy, which was completed prior to the Cascades Casino and Match Restaurant being constructed and having opened in April 2017. The purpose of this study is to develop a short to medium-term parking strategy and traffic management plan to address parking and traffic issues experienced by visitors at the SOEC. The study also considers pedestrian safety and connectivity, parking impacts to adjacent areas and residential streets, and traffic operation and circulation within and around the SOEC site.

The study consists of existing inventory and conditions assessment, option development and evaluation, and recommendations and implementation strategy. Community engagement was conducted to support each phase of the project and ensure effective and feasible improvements are recommended.

Existing Conditions

Existing parking inventory was confirmed during the data collection, where feasible. For this analysis, all on- and off-street parking areas are categorized into six general areas based on their location relative to the SOEC site, as shown in **Figure 0.1**. The finalized capacities and categories used in the analysis are shown in **Table 0.1**: Existing Parking Inventory - SOEC Study Area (2018).

Figure 0.1: SOEC Parking Lot / Street Codes

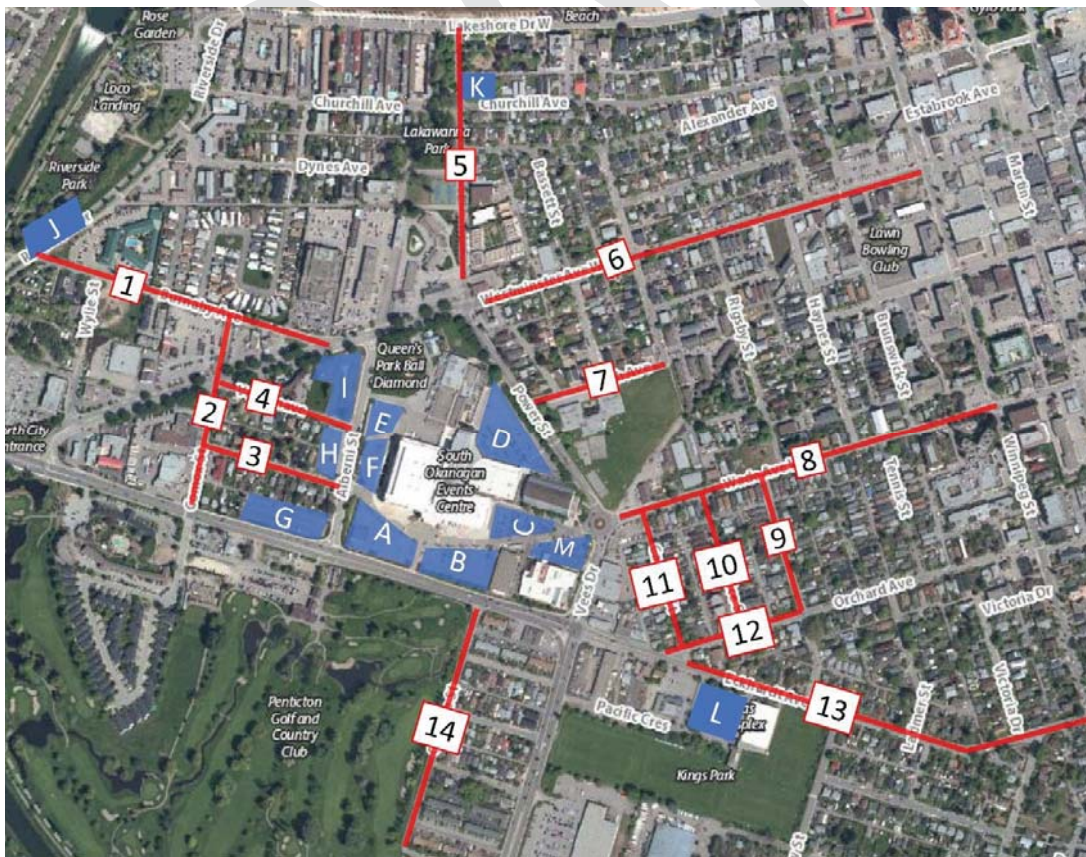


Table 0.1: Existing Parking Inventory - SOEC Study Area (2018)

Code	Area	Parking Lot Name	General Spaces	Accessible Spaces	Total Capacity
1	On-Street (West)	Burnaby Ave	76	-	76
2		Comox St	31	-	31
3*		Creston Ave	27	-	27
4*		Vernon Ave	24	-	24
5	Street (North)	Power St	89	-	89
6		Westminster Ave W	98	-	98
7		Birch Ave	29	-	29
8	On-Street (Southeast)	Wade Ave W	89	-	89
9*		Young St	41	-	41
10*		Maurice St	46	-	46
11*		Caribou St	52	-	52
12*		Orchard Ave	42	-	42
13		Eckhardt Ave	98	-	98
14		Oakville St	91	-	91
Total On-Street			833	-	833
A	On-Site	Southwest SOEC Lot	134 / 159**	4	138 / 163**
B		Southeast SOEC Lot	166	4	170
C		Arena Lot	87	10	97
D		Community & Convention Centre	240	13	253
E		West SOEC Lot	80	0	80
F		Staff SOEC Lot	29	0	29
M		Casino Lot	61	13	74
Sub-Total SOEC On-Site			797 / 822**	44	841 / 866**
G	Off-Site	Eckhardt Lot	102	0	102
H*		Alberni Lot	73	0	73
I*		Vernon Lot	137	0	137
J	Distant Off-Site	Riverside Park	42	2	44
K		Lackawana Park	38	2	40
L		Adidas Sportsplex	166	5	171
Sub-Total Other Off-Site			558	9	567
Total Off-Street			1,355 / 1,380	53	1,408 / 1,433**
Grand Total (As of July 2018)			2,213	53	2,266

*Not included in the 2015 study scope.

**Additional capacity as of July 2018 due to the removal of portable trailers.

Community Engagement

Community engagement was undertaken in three forms:

- ▶ A **stakeholder advisory group** was formed at the study outset to confirm the existing issues and challenges, and to guide the development of improvement options and the resulting implementation strategy. Two stakeholder meetings took place in the summer of 2018 on June 21st and July 27th at the Penticton Community Centre. The Stakeholder Advisory Committee consisted of representatives from 10 of the total 14 groups that operate on the SOEC site, including:
 - Cascades Casino,
 - Community Centre & Pool,
 - Dale Charles Physiotherapy,
 - Interior Health,
 - Okanagan Hockey Group,
 - Penticton Curling Club,
 - Penticton Trade and Convention Centre,
 - SOEC Management,
 - Travel Penticton, and
 - Wine Information Centre.
- ▶ Three **survey forms** were issued In June 2018 to nearby residential homes, visitors of the SOEC, and to the stakeholder advisory group. The results were considered in defining the problem definition, and determining which options to screen out, advance to implementation, or consider for long-term planning.
- ▶ Two **public open houses** were held in June and August 2018 to seek the public's input on the study findings. Overall, the first open house confirmed the issues and concerns that were raised by residents and visitors in the survey responses, and the second open house gathered feedback and comments on the conceptual improvement options that were incorporated into the final option evaluation.

Problem Definition

Based on previous studies, collected data, survey results, and community engagement, the following issues were identified regarding parking at the SOEC complex.

Parking demand pressures during busy days and special events due to many different types of facilities and various user characteristics at the complex.

On-street parking pressures are prevalent during busy days and special events at the SOEC. Residents are negatively impacted by these parking pressures as on-street parking is occupied and traffic increases in their neighbourhood.

Traffic circulation and congestion occurs at the beginning and end of larger events at the SOEC complex. High volumes of traffic entering or leaving the site simultaneously causes bottlenecks at entrances and exits to the parking areas.

Pedestrian / bicycle connectivity and safety is subpar or non-existent in some areas.

Option Development

Several improvement options were explored and evaluated based on a set of five guiding principles. The guiding principles were established based on the issues outlined in the problem definition and were used to evaluate how well each option could resolve the parking issues observed at the SOEC. The five guiding principles are as follows:

- 1. Optimize existing parking areas** – Increase or improve efficiency of existing parking with current land and space, or maintain the existing parking supply, where possible (i.e. no net reduction in parking supply).
- 2. Improve pedestrian safety and connectivity** – Provide clear pedestrian routes and pathways to facilitate comfortable and safe access to all areas of the complex.
- 3. Better manage traffic circulation, access, and wayfinding** – Ensure vehicle traffic on site, and to and from the site, is accommodated with clear routing that mitigates congestion and seamlessly guides drivers to their desired destination.
- 4. Provides opportunity for additional parking** – Encourages possible future increase in parking supply or addresses managing parking demand.
- 5. Mitigating SOEC patron parking on adjacent residential streets** – Ensure off-street parking supply is provided and managed such that SOEC complex patrons avoid parking on residential streets.

Many improvements were identified for the SOEC and conceptual design options were categorized into four option series’:

- Option A** Series - Parking Reconfiguration & Addition
- Option B** Series - Parking Policies & Management
- Option C** Series - Wayfinding
- Option D** Series - Pedestrian Facilities

Following the option development phase, each option was assessed based on how the option aligns with each of the five guiding principles, suitability for the SOEC complex, and community feedback.

Implementation Strategy

This project focuses on short to medium term improvements for parking at the SOEC complex. The projects that can be implemented in the short term, approximately over the next one or two years, require minimal design and tend to be lower cost. The projects identified for medium-term implementation, approximately within the next three to five years require further design and construction and, hence, tend to have a higher cost associated. Through the option development process, some options were identified that may be considered in long-term planning for the SOEC site. Planning-level cost estimates were completed for all options that are recommended for implementation and are included in **Appendix E**.

The recommended options and proposed implementation strategy are shown below in **Table 0.2**. These options and implementation schedule are purely recommendations and may change according to future long-term planning at the SOEC complex.

In addition to the options recommended within each of the four series', other opportunities and considerations were explored, such as:

- ▶ **Transportation Demand Management** strategies that could be implemented at the SOEC, such as:
 - Designated **carpool / ride-share parking spaces**;
 - **Transit subsidies for SOEC complex staff**;
 - **Improved transit accessibility** and service hours to the SOEC;
 - **Improved pedestrian, bicycle facilities** connecting to and within the SOEC complex;
 - **Bike valets** provided at special events and conferences; and
 - **Trip end facilities**, consisting of safe bike storage and showers/changing facilities.
- ▶ **Shared Off-Street Parking Areas** with local businesses that have opposing peak hours could be explored.
- ▶ **Accessible Parking** considerations were integrated in each of the options developed, based on concerns voiced by the community regarding availability of accessible parking during special events and busy days at the SOEC.

Table 0.2: Project Implementation Strategy Summary

Option Series	Option Name	Cost Estimate (2018 \$k)	Identified Issue	Improvement
Short-Term Projects				
B Parking Policies & Management	Option B1: On-Street Restrictions	Operational Cost	On-street parking pressures	Reduces on-street parking impacts
	Option B2: Off-Street Parking Restrictions	Operational Cost	Parking demand pressures	Increases turnover at high-demand areas.
C Wayfinding	Option C1: Site Access Wayfinding Signage	\$12	Traffic circulation & congestion	May reduce traffic congestion
	Option C2: On-Site Wayfinding Signage	\$93	Pedestrian connectivity	Improves pedestrian accessibility
D Pedestrian Facilities	Option D4: SOEC Crosswalks	\$21 ¹	Pedestrian connectivity & safety	Improves pedestrian safety

¹ Cost estimate represents option with painted crosswalks, not the optional raised crosswalk.

Option Series	Option Name	Cost Estimate (2018 \$k)	Identified Issue	Improvement
Medium-Term Projects				
A Parking Reconfiguration & Addition	Option A3: Curling Club Lot – Centre Parking	\$101	Parking demand pressures	Increases parking supply
	Option A4: Community / Convention Centre Lot	\$71	Parking demand pressures	Increases parking supply
	Option A8: Eckhardt Lot Expansion	\$530	Parking demand pressures	Increases parking supply
	Option A9: New Creston Lot	\$180	Parking demand pressures	Increases parking supply
D Pedestrian Facilities	Option D1: Casino Pedestrian Facilities	\$91	Inadequate pedestrian connectivity & safety	Improves pedestrian connectivity and safety
	Option D5: Curling Club-Eckhardt Connection	\$30	Inadequate pedestrian connectivity & safety	Improves pedestrian connectivity
Long-Term Projects				
A Parking Reconfiguration & Addition	Option A6: West SOEC Lot	\$570	Parking demand pressures	Increases parking supply
	Option A7: New Eckhardt Lot	\$770	Parking demand pressures	Increases parking supply
	Option A10: Parking Structure	TBD estimate \$35k per parking space	Parking demand pressures	Significantly increases parking supply
B Parking Policies & Management	Option B4: Pay Parking	TBC with City	Parking demand pressures	Typically effective TDM tool Encourages turnover

Next Steps

Following the completion of this draft report, *Parking Strategy and Traffic Management Plan for the SOEC*, the following steps are proposed to move forward with implementation and integration of the recommended improvement options.

- ▶ Meet with staff from the Penticton District office of the Ministry of Transportation and Infrastructure to discuss improvement options that affect conditions along Eckhardt Avenue (Highway 97).
- ▶ Refine improvement options upon feedback from City staff on this Parking Strategy and Traffic Management Plan – Draft Report.
- ▶ Presentation of study findings and recommendations to City Council.
- ▶ Initiate short-term option implementation.
- ▶ Begin design and further planning for medium-term and long-term options.
- ▶ Consider implementing TDM measures, such as:
 - Designated carpool / ride-share parking spaces,
 - Transit subsidies for SOEC complex staff,
 - Improved pedestrian, bicycle, and transit facilities connecting to and within the SOEC complex,
 - Bike valets for special events and busy weekends, and
 - Trip end facilities.
- ▶ Work with BC Transit and HandyDART to discuss opportunities to improve transit accessibility and services to the SOEC, specifically for users with mobility challenges.
- ▶ Continue to inform the public about improvements and changes to parking at the SOEC as the implementation strategy is followed and undertake additional community engagement where it is beneficial to confirm public preference and acceptance for any high-profile improvement options.

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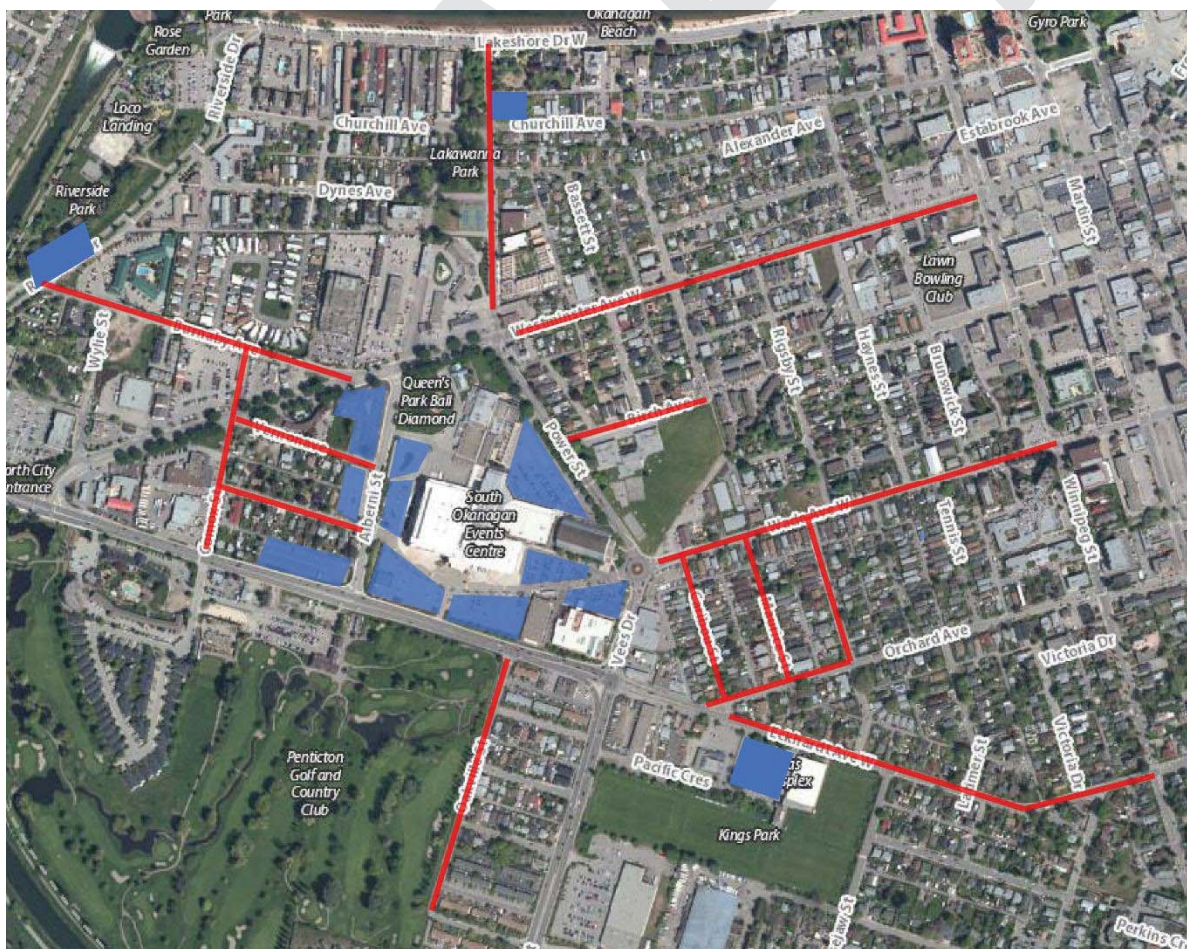
1.0 INTRODUCTION

The City of Penticton retained Urban Systems Ltd. to update the 2015 South Okanagan Events Centre (SOEC) Parking Strategy, which was completed prior to the Cascades Casino and Match Restaurant being constructed and having opened in April 2017. The purpose of this study is to develop a short to medium-term parking strategy and traffic management plan to address parking and traffic issues experienced by visitors at the SOEC. The study also considers pedestrian safety and connectivity and parking impacts to adjacent areas and residential streets. Additionally, a traffic management plan will be developed to optimize traffic operation and circulation within and around the SOEC site.

1.1 Study Area

The study area consists of the same areas that were included in the 2015 study, plus additional parking lots west of the SOEC site and residential streets east of the SOEC site. All on- and off-street areas within the scope of this study are illustrated below in **Figure 1.1**, as shown in red and blue, respectively.

Figure 1.1: SOEC Parking Study Area



1.2 Study History

In 2015, Urban Systems completed the *Parking Analysis South Okanagan Events Centre* for the City of Penticton to investigate the possible parking impacts of the relocation of a casino to the SOEC site. The study verified current parking inventory, on- and off-site, and assessed the current level of utilization. The parking inventory was determined based on a high-level desktop analysis. The complete report is included in **Appendix A**.

1.3 Community Engagement

Engaging the community of Penticton was a key objective to developing this parking and traffic management strategy, and included engagement activities with the SOEC facility operators, visitors, nearby residents and the general public. A stakeholder advisory group was formed at the study outset to confirm the existing issues and challenges, and to guide the development of improvement options and the resulting implementation strategy. In June 2018, three survey forms were issued to nearby residential homes, visitors of the SOEC, and to the same stakeholders who participated in the advisory group meetings. Further, two community public open houses were held in June and August 2018 to seek the public's input on the study findings. Details of the stakeholder advisory group and the public open house are provided below, and the findings from the surveys are provided in **Section 2.3** of this report.

1.3.1 Stakeholder Advisory Committee

The Stakeholder Advisory Committee consists of representatives from 10 of the total 14 groups that operate on the SOEC site, including:

- Cascades Casino,
- Community Centre & Pool,
- Dale Charles Physiotherapy,
- Interior Health,
- Okanagan Hockey Group,
- Penticton Curling Club,
- Penticton Trade and Convention Centre,
- SOEC Management,
- Travel Penticton, and
- Wine Information Centre.

The purpose of the Stakeholder Advisory Committee was to provide a forum for technical input between the City of Penticton, Spectra Venue Management (SOEC Management) and the key tenants and stakeholders who operate facilities at the SOEC complex. The Stakeholder Terms of Reference is included in **Appendix B**. The City's objectives of the stakeholder group were to:

- Consult with and involve a representative from each facility at the SOEC;
- Collect feedback and input to develop a clear understanding of the current parking and traffic circulation issues; and
- Develop a short-medium term plan of improvement options for the SOEC site.

Two stakeholder meetings took place in the summer of 2018 on June 21st and July 27th at the Penticton Community Centre. These meetings provided stakeholders with parking data and analysis results highlighting the existing issues. Conversations around the existing conditions helped develop potential improvement options which were brought back to the group at the second meeting on July 27th for feedback and input to develop the implementation strategy.

1.3.2 Public Open Houses

Two public open houses were conducted, on the following dates:

- ▶ June 25th, 2018
 - Goal: Summarize existing conditions and survey results
 - Attendance: Approximately 30 attendees
 - Outcome: Confirmed the issues and concerns that were raised by residents and visitors in the survey responses

- ▶ August 28th, 2018:
 - Goal: Present shortlisted conceptual options and collect input
 - Attendance: Approximately 180 attendees²
 - Outcome: Feedback and comments gathered were incorporated into the final option evaluation.

1.3.3 Surveys

Three surveys were conducted to collect feedback from SOEC visitors, area residents and site stakeholders:

- ▶ Goal: Formally collect feedback to ensure participant opportunities are not missed and to support a coordinated response.

- ▶ Participation:
 - SOEC visitor survey: 804 responses (between May 23rd and June 13th, 2018)
 - Resident survey: 54 responses (between May 23rd and June 13th, 2018)
 - Stakeholder survey: 12 responses (in June 2018)

- ▶ Outcome: Feedback was considered in determining which options to screen out, advance to implementation, or consider for long-term planning

Copies of the surveys are included in **Appendix C** while results of the survey responses, and public and stakeholder engagement are discussed in section 2.3.

² This public engagement session consisted of four topics, one of which was parking at the SOEC. The total attendance reported includes all public open house attendees, which may not all have participated in the SOEC parking section.

2.0 EXISTING CONDITIONS ASSESSMENT

The existing conditions assessment consists of confirming existing inventory, traffic circulation, signage review, and pedestrian facilities. Existing demand at the SOEC was determined based on occupancy data collected for three different scenarios:

- ▶ **Typical Weekday** – average daily conditions.
- ▶ **Busy Weekend Day** – busier days at the SOEC site which occur more frequently than special events.
- ▶ **Special Event** – less frequent, but more challenging days of the year, typically occurring in the evening (approximately eight special events are scheduled per year at the SOEC).

2.1 Existing Inventory

Existing parking inventory was estimated based on a desktop analysis and the 2015 report estimates. All off-street parking lot capacities were confirmed during the data collection, and on-street parking capacities were confirmed during data collection where feasible. For this analysis, all on- and off-street parking areas are categorized into six general areas based on their location relative to the SOEC site, as shown in **Figure 2.1**. The finalized capacities and categories used in the analysis are shown in **Table 2.1**.

Figure 2.1: SOEC Parking Lot / Street Codes

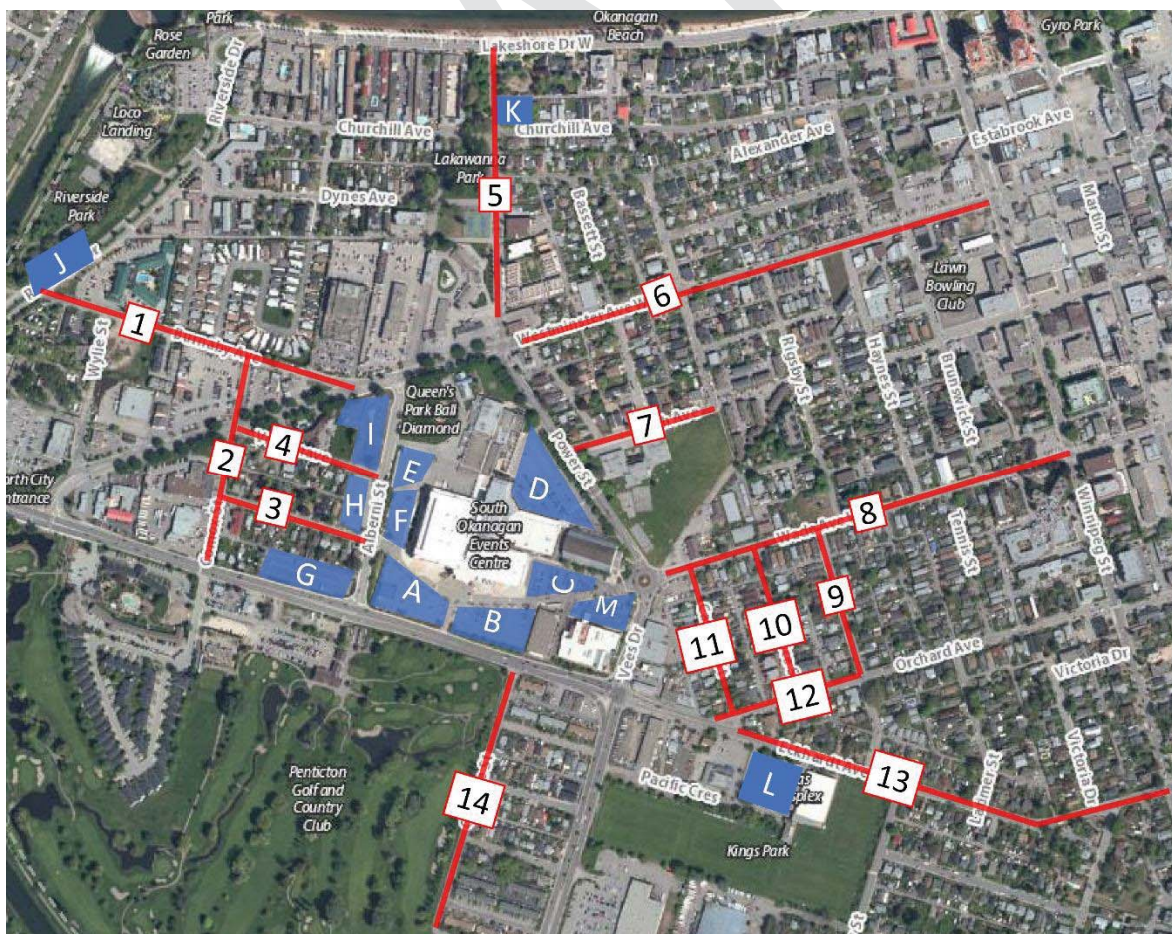


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M		Casino Lot	61	13	74
Sub-Total SOEC On-Site			797 / 822**	44	841 / 866**
G	Off-Site	Eckhardt Lot	102	0	102
H*		Alberni Lot	73	0	73
I*		Vernon Lot	137	0	137
J	Distant Off-Site	Riverside Park	42	2	44
K		Lackawana Park	38	2	40
L		Adidas Sportsplex	166	5	171
Sub-Total Other Off-Site			558	9	567
Total Off-Street			1,355 / 1,380	53	1,408 / 1,433**
Grand Total (As of July 2018)			2,213	53	2,266

*Not included in the 2015 study scope.

**Additional capacity as of July 2018 due to the removal of portable trailers.

2.1.4 Parking Requirements

The number of required parking spaces was confirmed with the City Zoning Bylaw, where parking requirements are outlined in Chapter 6. The entire SOEC site is zoned as P1 (“Public Assembly”, for governmental and institutional uses) which requires one parking space per 50 m² of net floor area. The P1 zoning type does not require any loading space. **Table 2.2**, below, summarizes the required parking spaces as per the City bylaw compared to the existing supply on the SOEC complex. Facilities that share parking lots were grouped together for a more accurate analysis.

Table 2.2: Required and Existing Parking Supply

Parking Lot Area	Required Parking				Existing Supply*		Excess / Shortfall	
	Access. Parking	Total	Access. Parking	Total	Access. Parking	Total	Access. Parking	Total
SOEC and OHS	7	332	8	369	8	388	0	19
Curling Club	1	37						
Memorial Arena	2	82	2	82	10	97	8	15
Convention Centre	2	122	5	265	13	253	8	-12
Community Centre & Cleland Theater	3	143						
Wine Info Centre	1	8	3	115	13	74	10	-41
Casino Complex	2	107						
		Total	18	831	44	812	26	-19
		Total (including off-site lots)	18	831	44	1,124	26	293

*Total supply does not include the staff lot, west of the SOEC

As shown above, there is a shortfall of 19 parking spaces on the SOEC site, however, this does not include the nearby off-site parking lots on Alberni Street which provide an additional 312 parking spaces. Therefore, the total parking provided at the SOEC complex is above the requirements outlined in the bylaw, with an excess of 293 parking spaces. It should be noted that there are also marked parking spaces provided adjacent to the baseball field and along Alberni Street that are not included in this parking supply total count.

There are facility specific parking shortfalls in the Community Centre and casino parking lots. The City zoning bylaw states that parking may be shared between two or more uses in a building or on a site if the maximum parking demand of the different uses occurs at different periods of the day. This bylaw subsection justifies the minor shortfall in both lots. Also, the oversupply in the Memorial Arena lot provides overflow parking for both the casino and Community Centre parking demand.

The City of Penticton bylaw does not specify requirements for accessible parking, however, the Ministry of Transportation and Infrastructure recommends that a minimum of two percent of parking spaces should be designated for accessible parking, in addition to the minimum required total number of stalls³. There is a total of 44 accessible parking stalls on the SOEC site, which represents over 5% of the total 866 on-site parking stalls, or 4% of the total 1,124 off-street parking stalls. The existing parking inventory satisfies the MoTI criteria with

³ <http://www.th.gov.bc.ca/permits/siteimpact/manpage.asp?page=5.2.4%20Handicapped%20Spaces.htm>

approximately 4% of the total parking supply allocated for accessible parking. Further, additional temporary accessible parking is provided at special events adjacent to the VIP parking area. The existing accessible parking spaces are located appropriately, closest to the facility entrances.

2.1.5 Designated and Restricted Parking

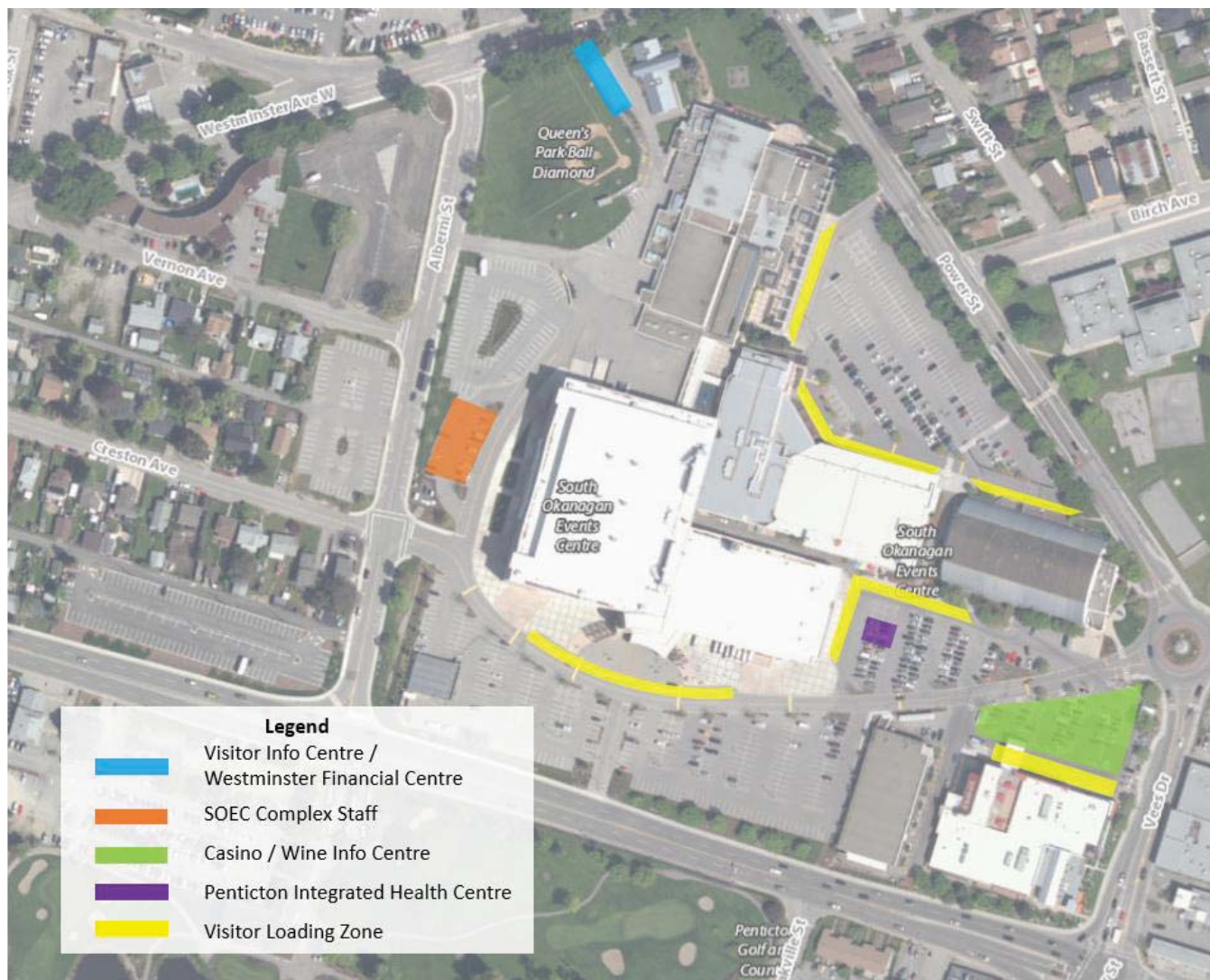
Currently, there are signed parking restrictions for specific SOEC complex tenants which are summarized below in **Table 2.3**. The reserved parking areas are illustrated below on

Figure 2.2, along with the designated pick-up and drop-off loading zones.

Table 2.3: Existing Designated Parking Summary (2018)

Tenant	Signage	Time Limit	# of Spaces
Visitors Information Centre	Reserved	15 min	<i>Not included in this study</i>
Westminster Financial Centre	Reserved	None	<i>Not included in this study</i>
Cascades Casino	Reserved	None	65
Wine Information Centre (Parking in the Casino Lot)	Reserved	30 min	9
Penticton Integrated Health Centre (Parking stalls in the Memorial Lot)	Reserved Monday to Friday: 10am – 4pm	None	8 -to confirm

Figure 2.2: Existing Designated Parking and Loading Zone Locations (2018)



2.1.6 Alternative Transportation

Five transit routes operate near the SOEC: Route numbers 1, 2, 4, 15, and 16 (Sunday service only). These routes provide transportation from most areas within the City of Penticton to the SOEC without requiring a bus transfer. The transit stops near the SOEC are located east and north of the complex on Veer Drive, Power Street, Wade Avenue, and Westminster Avenue.

The bicycle network in Penticton currently does not connect to the SOEC. At the time of this report, the only bike facilities near the SOEC are on-street bike lanes on Power Street (between Wade Avenue and Westminster Avenue) and on Eckhardt Avenue W (east of Veer Drive). The *City of Penticton Cycling Plan Update* (Urban Systems Ltd., September 2012) identifies proposed bike lanes on Wade Avenue and northwest of the complex which will increase connectivity to the wider Penticton bicycle network., however, timing for implementation is unknown.

2.2 Data Collection

Existing demand at the SOEC was determined based on hourly occupancy data collected for three different scenarios, on the following dates during the specified time periods:

- ▶ Typical Weekday: Tuesday June 5th, 2018 (8:00 AM – 5:00 PM)
- ▶ Busy Weekend Day: Saturday June 9th, 2018 (8:00 AM – 5:00 PM)

Five events occurred at the SOEC site on June 9th:

*Penti-Con (comic-con convention) – Penticton Trade and Convention Centre,
Jehovah’s Witness Regional Convention – South Okanagan Events Centre,
Zone Hockey Tryouts – Okanagan Hockey Training Centre,
PMLA Lacrosse Midget Barnburner Tournament - Memorial Arena, and
Penticton Pikes Swim Meet – Community Centre and Pool.*

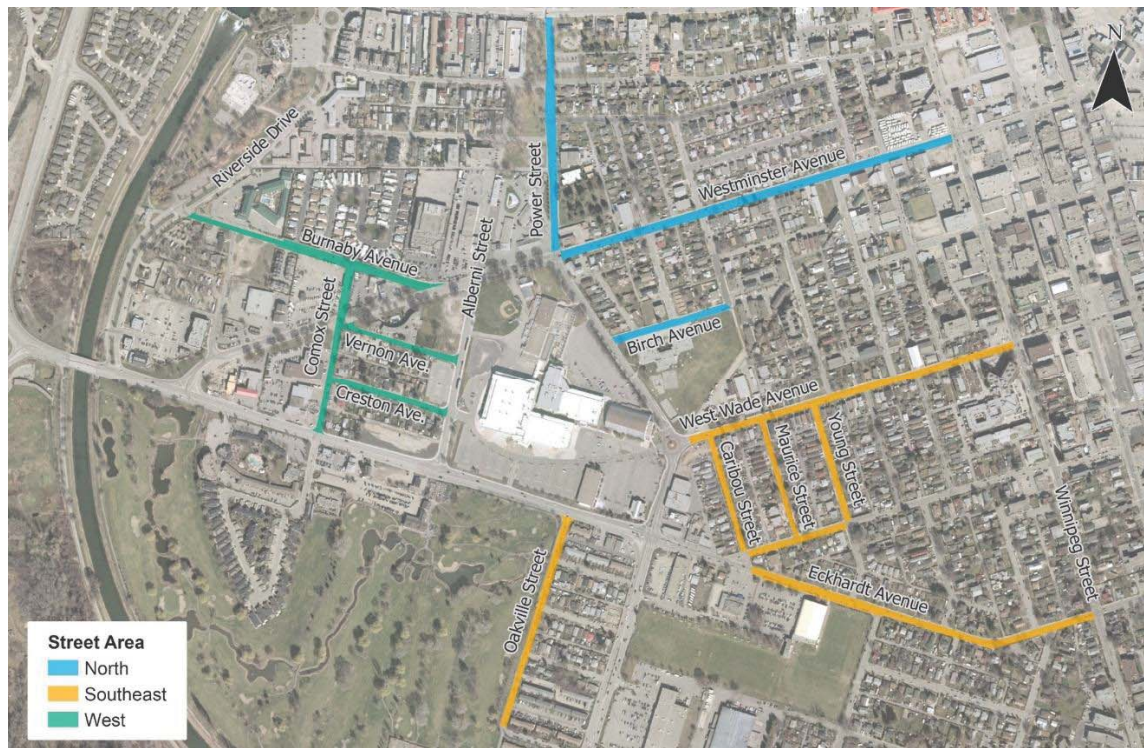
- ▶ Special Event: Saturday July 14th, 2018 (5:00 PM – 11:00 PM)
John Fogerty concert – South Okanagan Events Centre

The categorized parking areas are illustrated below on **Figure 2.3** and **Figure 2.4**. The data collection results are displayed in the following subsections based on the six area categories.

Figure 2.3: Off-Street Parking Areas



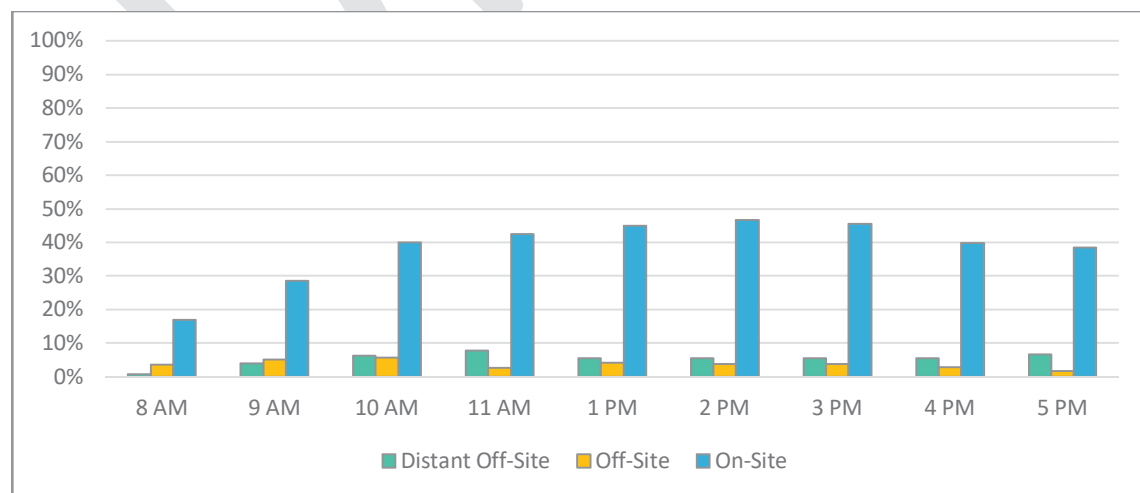
Figure 2.4: On-Street Parking Areas



2.2.1 Typical Weekday Demand

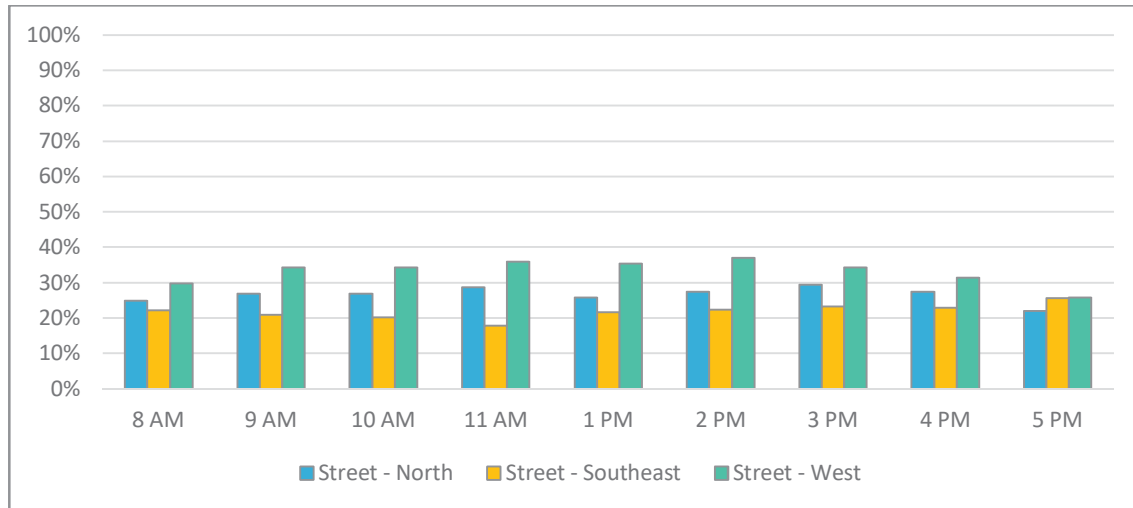
Typical weekday demand for off-street parking is shown below in **Figure 2.5**, for the three off-street parking lots. Generally, the on-site lots were the most utilized throughout the day, however, the total occupancy did not reach 50% at any given hour. Off-Site and Distant Off-Site lots were used very little and appeared to be used only by patrons of the nearby businesses and facilities close to the specific lots, not patrons of SOEC facilities.

Figure 2.5: Weekday - Hourly Off-Street Parking Occupancy



On-street parking on a typical weekday did not reach 50% for any of the specified parking areas, as illustrated below on **Figure 2.6**. Based on observations, it appeared that most vehicles parked on-street were residents or visitors to nearby businesses (not the SOEC facilities).

Figure 2.6: Weekday - Hourly On-Street Parking Occupancy



The peak hour of occupancy on a typical weekday occurs at approximately 2:00 PM. The occupancy during this hour is illustrated below in **Figure 2.7**. The most utilized parking areas during the peak hour tended to be along Comox Street and the parking lots near the casino at the east end of the site, which were all above 80% capacity. During the peak hour, the lot near the community centre and convention centre was at approximately 59% capacity, however, this lot reached its peak occupancy at 10:00 AM at 84% capacity.

Figure 2.7: Weekday - Peak Hour Occupancy (June 5th, 2018 at approximately 2:00 PM)

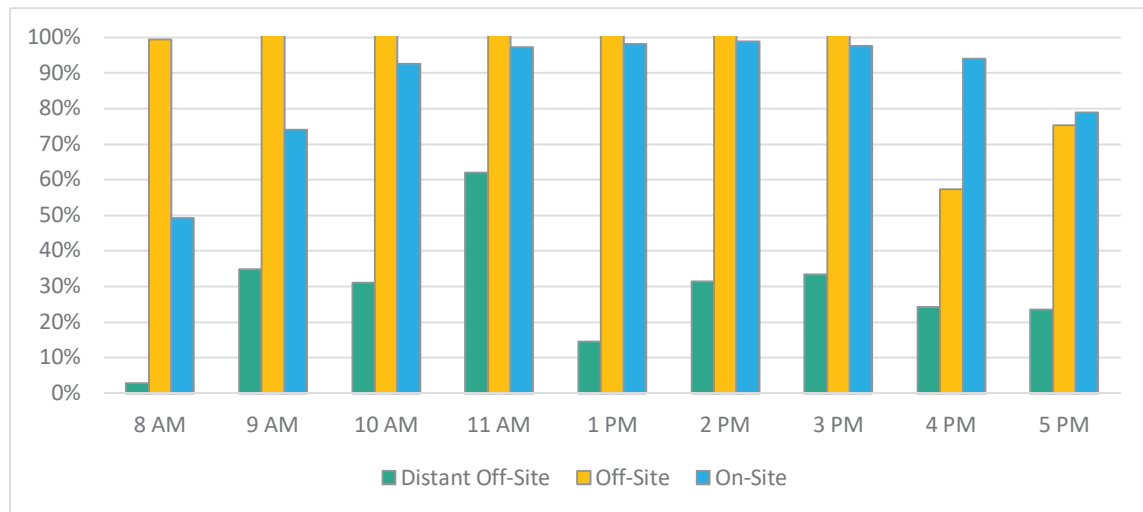


In general, typical weekday conditions were not found to experience any parking challenges. Existing parking supply is more than adequate to accommodate typical weekday parking demand at the SOEC site. One of the busiest lots is the near the community and convention centres which maintained about 50% capacity or above between 8:00 AM and 5:00 PM. The lots near the casino were also highly utilized after 11:00 AM, when the casino opens.

2.2.2 Busy Weekend Day Demand

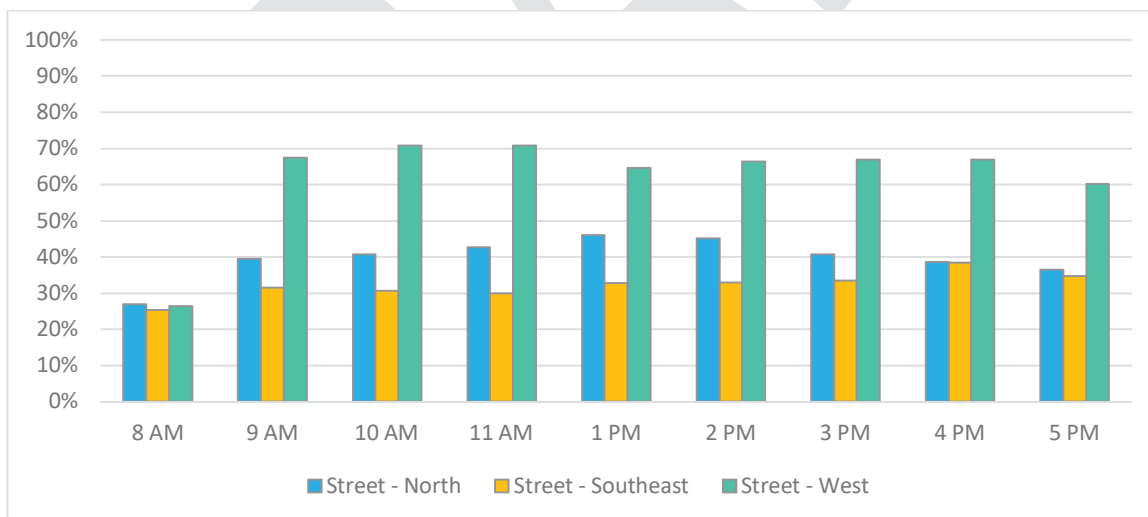
During the busy weekend day, all parking lots on and near the SOEC site were full for most of the day, as illustrated below on **Figure 2.8**. The major events started at 10:00 AM and ended at 5:00 PM, which corresponds to the data where all On-Site lots were effectively at capacity between 10:00 AM and 4:00 PM. One of the Off-Site lots near the SOEC site was designated for convention exhibitors, therefore, this lot was nearing capacity at the beginning of the data collection as many of the exhibitors had already arrived. Distant Off-Site lots appeared to be utilized by patrons of the nearby businesses and facilities (not the SOEC), such as the soccer fields at the Adidas Sports Complex where there was a soccer tournament. During the soccer tournament, there was a break between soccer games at 1:00 PM that explains the drop in occupancy at this parking lot, as shown below on **Figure 2.8**.

Figure 2.8: Weekend Day - Hourly Off-Street Parking Occupancy



On-street parking on a busy weekend day was observed to be slightly busier than during weekdays. The streets to the west of the SOEC tended to be more utilized throughout the day, as shown below on **Figure 2.9**. The streets west of the site were found to experience overflow from event participants at the SOEC, as well as patrons of adjacent businesses and residents. Streets north and southeast of the site were found to be used mainly by patrons of nearby businesses and residents with some overflow parking for events at the SOEC.

Figure 2.9: Weekend Day - Hourly On-Street Parking Occupancy



The peak hour of occupancy over the total study area was found to occur at approximately 11:00 AM on a busy weekend day. The occupancy at this time is illustrated below on **Figure 2.10**, which clearly identifies all on- and off-street parking areas near the SOEC at or nearing capacity. It should be noted that the sports complex parking lot, south of the SOEC site, was used by soccer tournament participants.

Figure 2.10: Busy Weekend - Peak Hour Occupancy (June 9th, 2018 at approximately 11:00 AM)

The weekend of June 8th – 10th, 2018 was a specifically busy weekend at the SOEC site and does not represent typical weekend day conditions. However, this scenario demonstrates that it is not unusual for there to be multiple concurrent events at the site due to variety of tenants. In addition to the type of events that occurred on June 9th, 2018, there are also frequent curling tournaments (Bonspiels) at the curling club in the winter months that attract significant parking demand at the site.

During this busy weekend, there were volunteers assisting with parking and traffic circulation through the SOEC site for the Jehovah's Witness convention. The volunteers were not traffic management professionals and not equipped with signs or other flagging devices, therefore their presence may have been underutilized.

In anticipation of the considerable parking demand during the weekend of June 9th, 2018, the SOEC Management provided a free shuttle bus for the Jehovah's Witness Convention attendees. The shuttle bus made pick-ups at three locations in the city, including the local Jehovah's Witness Kingdom Hall, and two hotels. According to the convention organizers, the shuttle buses were well received and highly utilized. It is expected that approximately 140 trips were diverted from parking at the SOEC over the three-day convention. Due to the successful implementation at this event, SOEC staff have commented that shuttle buses may be considered for future events at the SOEC.

The casino operates a shuttle bus that runs on weekends (Friday through Sunday), hourly during casino business hours with stops at three locations in Penticton: Lakeside Resort, Safeway, and Walmart Supercentre.

2.2.3 Special Event Scenario Demand

During special events at the SOEC where it is estimated that the majority of event patrons are from outside of Penticton, all off-street parking lots near the SOEC complex are either pay parking (\$10 for the evening or event duration) or restricted for staff and event production crew. The lot immediately south and west of the SOEC main entrance is reserved for VIP parking and overflow accessible parking. During special events where the majority of event patrons are estimated to be from the Penticton area, parking is free, but the dedicated VIP and additional accessible parking is still provided.

The casino lot is reserved for casino patrons. Previously, the casino has charged for parking during special events and issued slot machine credit as reimbursement. For the John Fogerty concert on July 14th, 2018, the casino did not charge for parking, however, the casino employees were on strike and picketing on July 14th which could have impacted the decision to not charge for parking. Due to the strike, the casino hours were reduced the day of the concert and the casino closed at 10:00 PM instead of 2:00 AM.

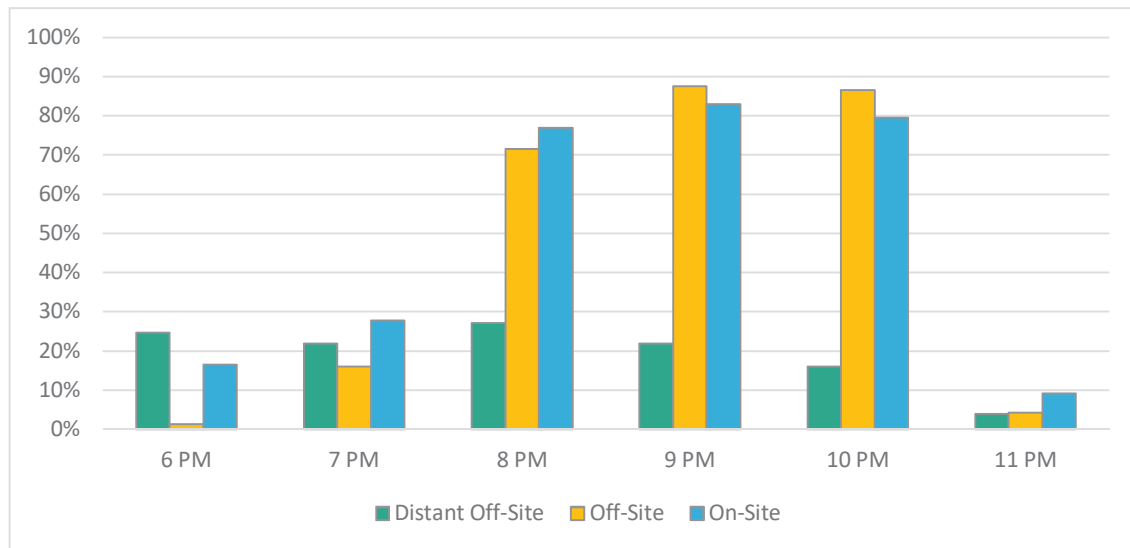
Paid parking is regulated with signage, as shown below on the left in **Figure 2.11**. For special events that have paid parking, SOEC Management employs a part-time Paid Parking Supervisor who coordinates parking volunteers. The parking staff set up money collection points strategically in areas that will limit traffic congestion and delays in lots and on surrounding roadways. For special events that do not charge for parking, the SOEC security contractor provides staff to control access into restricted parking areas. It should be noted that the parking staff do not have traffic management backgrounds.

Figure 2.11: Special Event Parking Signage



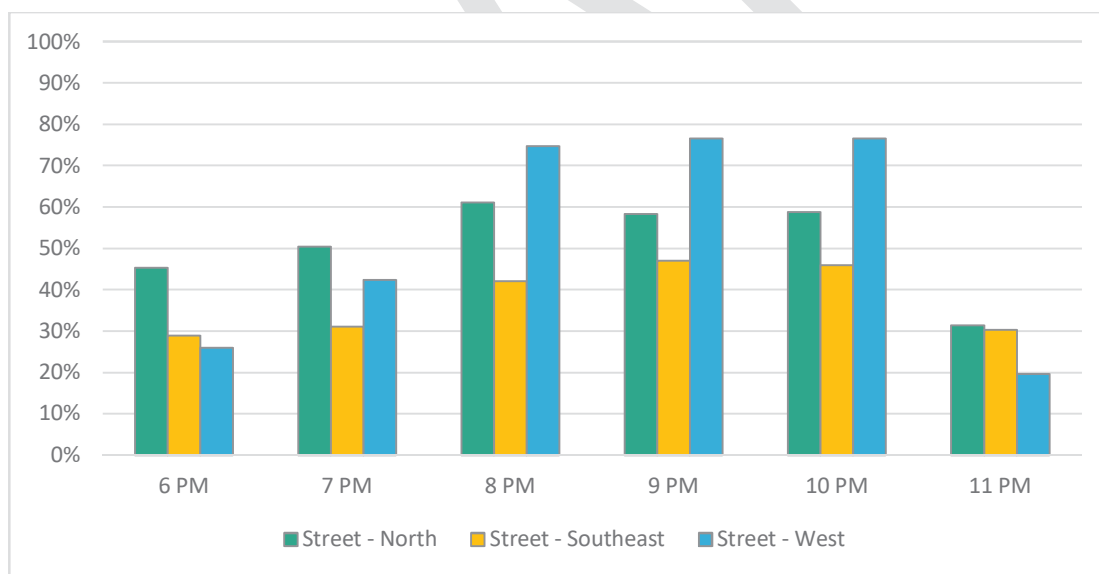
At the John Fogerty concert on July 14th, 2018, doors opened at 7:30 PM. The concert began at 8:30 PM and ended at approximately 10:30 PM. Hourly data was collected on July 14th beginning at 6:00 PM (approximately when paid parking regulation started) until after the concert ended at 11:00 PM. The off-street occupancy is shown below in **Figure 2.12**. Most of the parking lots filled up between 7:30 and 8:00 PM. All on- and off-site lots reached capacity shortly after 8:00 PM, except the VIP parking area, the Vernon Lot, and the casino lot (which was reserved for casino patrons).

Figure 2.12: Special Event - Hourly Off-Street Parking Demand



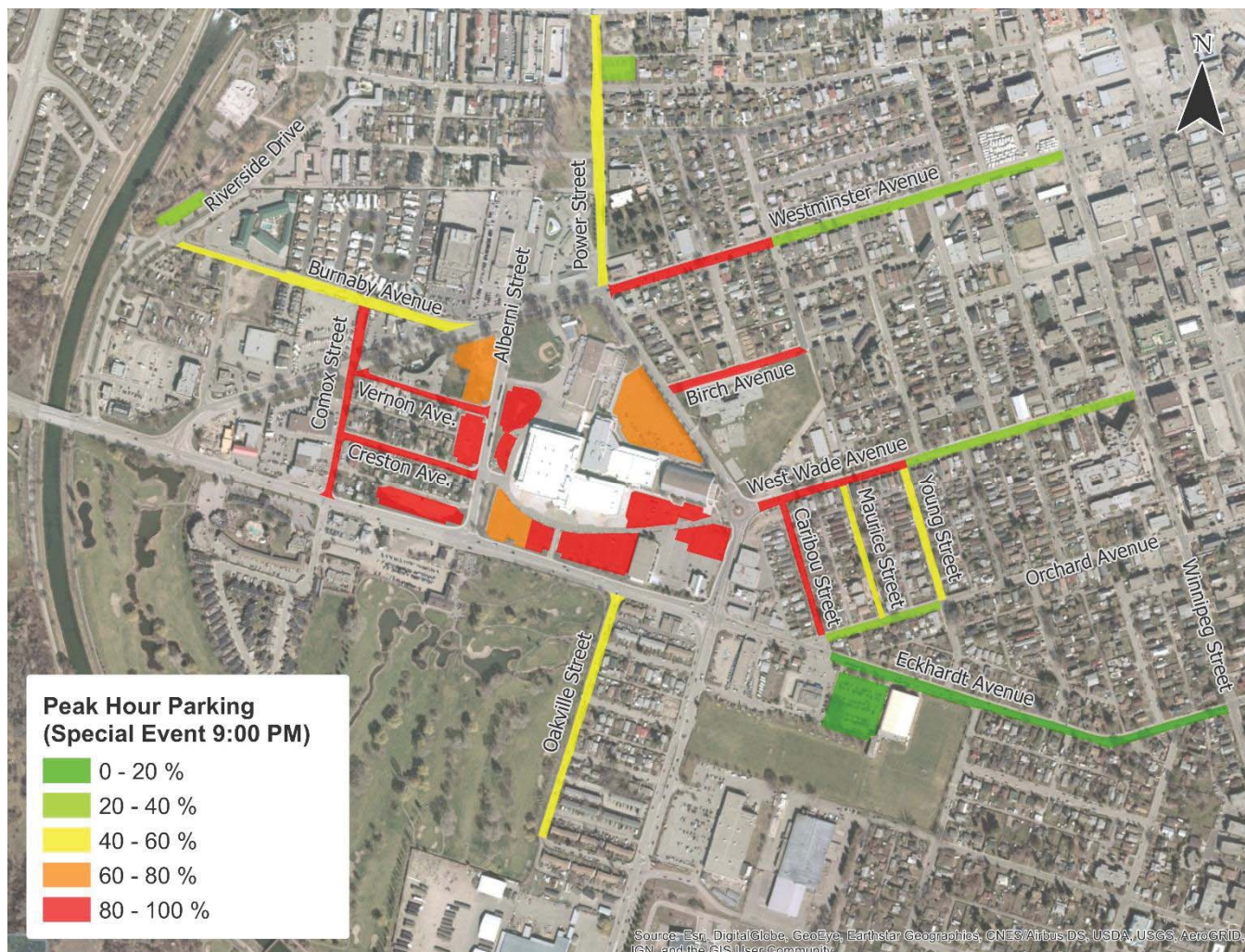
The on-street parking occupancy during the special event is illustrated below in **Figure 2.13**. In general, on-street parking was highly utilized – especially near the pay parking areas west of the SOEC site. On-site observations noted that event attendees were arriving and parking on-street (free parking) as early as 6:00 PM.

Figure 2.13: Special Event - Hourly On-Street Parking Demand



The overall peak hour during the Special Event Scenario occurred at 9:00 PM. Occupancy at this time is illustrated below in **Figure 2.14**.

Figure 2.14: Special Event Peak Hour Occupancy (July 14th, 2018 at approximately 9:00 PM)



2.2.3.1 Other Parking Observations

Based on counts during the event and immediately after the event, parking impacts on the surrounding streets and distant off-site lots was assessed. Assuming that all vehicles that left between 9:00 PM and 11:00 PM were concert attendees, the utilization of surrounding parking areas for special event parking was estimated. The streets that exhibited over 60% reduction in parked vehicle occupancy between 9:00 PM and 11:00 PM include:

- Comox Street
- Vernon Avenue
- Birch Avenue
- Wade Avenue W (segment close to the SOEC)

Other areas that experienced significant changes in occupancy between the specified times are Burnaby Avenue, Creston Avenue, Power Street, Oakville Street, and Lackawana Park Lot.

Areas not included in this study scope were also utilized during the special event scenario, such as the Tourist Information Centre designated parking, Alberni Street, and the roadway next to the baseball diamond. These areas are illustrated in **Figure 2.15**, below, along with photos of those areas during the event. The adjacent facilities were not in use or open during the event, therefore, their customers were not impacted.

Figure 2.15: Special Event Observations - Other Parking



2.2.3.2 Traffic Conditions

Traffic conditions were observed for the duration of the data collection for the special event scenario, where congestion was noted prior to and immediately after the concert. Before the event, delays and queuing were mainly caused by drivers stopping to pay for parking. Vehicle queuing was observed on Alberni Street which spilled back onto Eckhardt Road causing delays to vehicles attempting to turn onto Alberni Street. Significant congestion and vehicle queuing was also observed at the roundabout at the east end of the site.

After the event, traffic congestion was caused by the high volume of traffic leaving the site simultaneously. However, once vehicles reached the collector roads of Westminster Street and Eckhardt Road, traffic flowed smoothly. The locations where traffic queues were observed before and after the John Fogerty concert in July 2018 are illustrated below in **Figure 2.16**.

Figure 2.16: Special Event Observations - Traffic Congestion



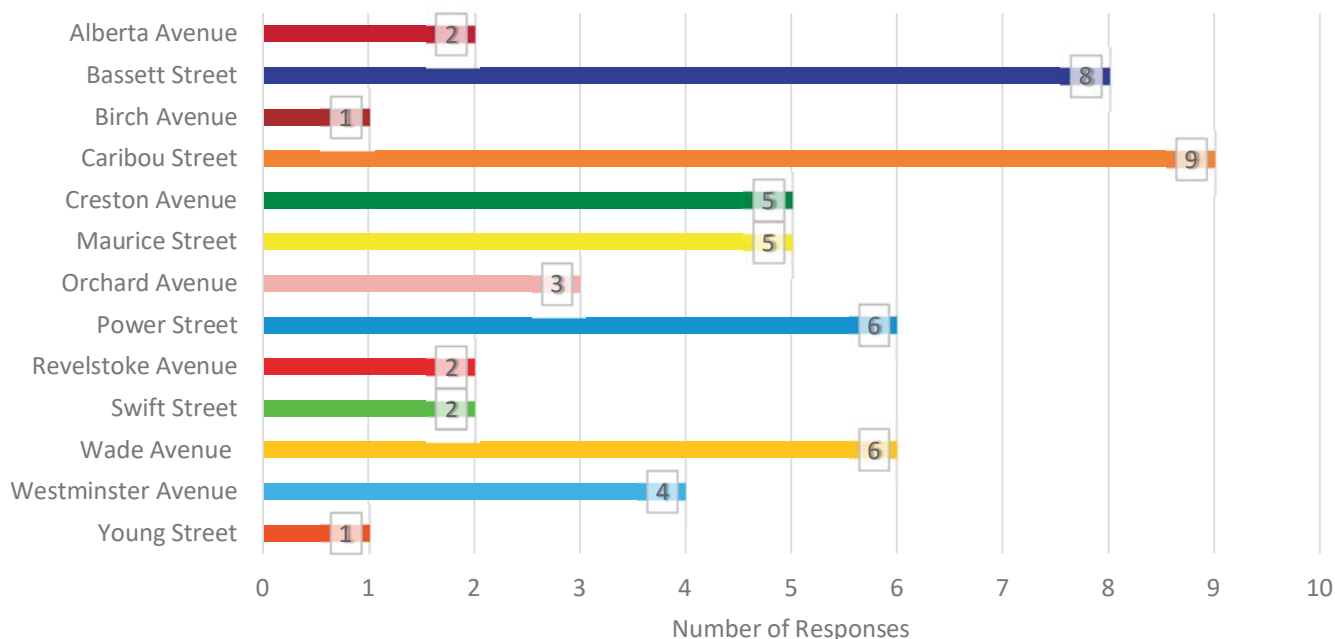
2.3 Community Engagement Findings Summary

Three surveys were distributed to the three key user groups of the SOEC: Residents near the SOEC site, visitors to the SOEC site, and stakeholders and tenants within the SOEC complex. Copies of the surveys are included in **Appendix C** while results of the survey responses, and public and stakeholder engagement are discussed in the following subsections of this report.

2.3.1 Resident Survey Results

The resident surveys were collected from May 23rd to June 13th, 2018. A total of 54 responses were submitted online and in hardcopy. The goal of the resident survey was to gather feedback on the current use of nearby on-street parking. The survey participants reside on various streets near the SOEC site, as shown below in **Figure 2.17**. The highest represented streets are Caribou Street, Bassett Street, Wade Avenue and Power Street.

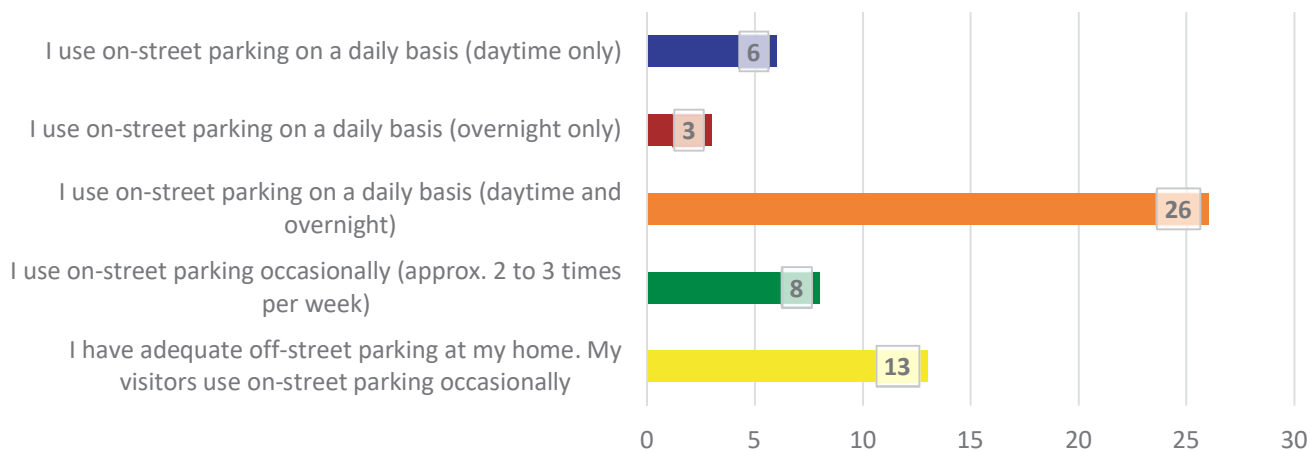
Figure 2.17: Resident Survey Results - Respondent Locations



Residents were asked demographic questions relating to their household characteristics, vehicle ownership, and parking situation. The results found that most nearby residents have one vehicle in their household, representing approximately 45% of responses. Approximately 37% of resident respondents have two vehicles, and the remaining 18% have three or more vehicles. Results also show that most respondents have off-street parking at their home, with only 24% of respondents having *only* on-street parking. Interestingly, approximately 65% of residents claim to use on-street parking daily, as shown below in **Figure 2.18**.

Figure 2.18: Resident Survey Results - On-Street Parking Usage

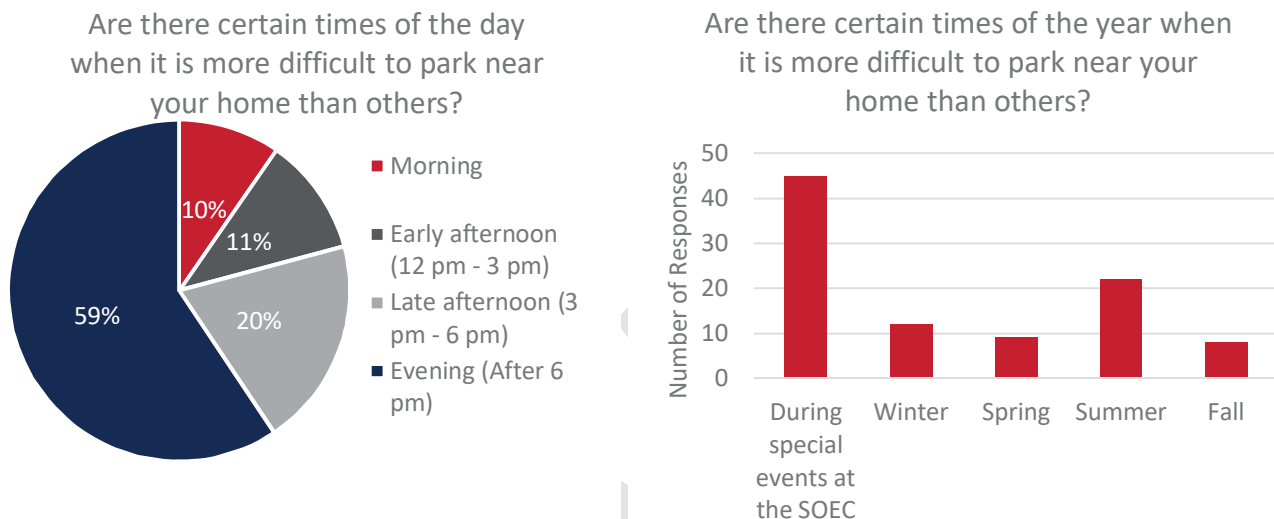
How often do you use on-street parking?



Resident survey feedback regarding ease of parking by time of day and season is shown below in **Figure 2.19**. Results found that evenings tend to have higher parking demand, which is unsurprising as this is when many

residents are home from work and school. Street parking during special events and in the summer was noted as being challenging for residents near the SOEC. In support of these results, approximately 92% of residents do not find it easy to find on-street parking near their home during special events and 58% do not find it easy on weekends.

Figure 2.19: Resident Survey Results - Ease of Parking by Time of Day and Season



Additional resident feedback from the survey forms and the public engagement session is summarized below:

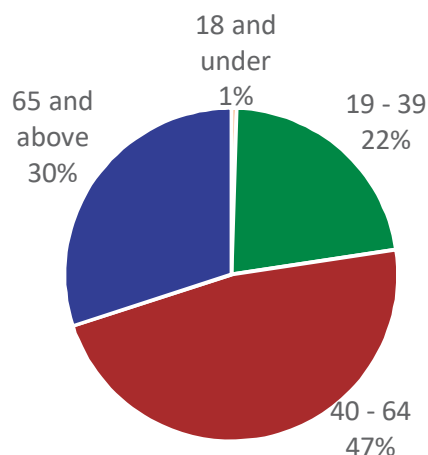
- Noise, drunkenness, and littering from event and hockey game attendees.
- Drivers speeding along residential streets and parking such that they block driveways and alleys.
- Concern that bylaw enforcement and monitoring is not available.
- Opposition to paid parking; Concern that it will encourage people to park in residential areas.

In terms of opportunities, many respondents expressed their support for a parkade and enforcement of on-street parking restrictions, such as “No Event Parking” or “Resident Parking Only.” Of the total survey responses, 73% of residents agree or strongly agree that “Resident Only Parking” restrictions would address parking pressures on their block.

2.3.2 Visitor Survey Results

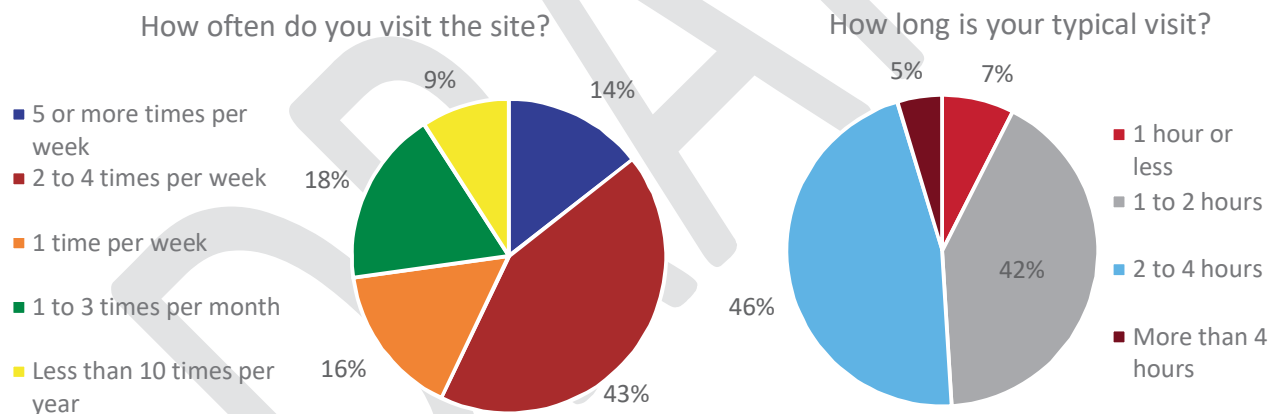
The visitor survey was open to submit feedback from May 23rd to June 13th, 2018 and received 804 responses online and in hardcopy. The purpose of the survey was to gather feedback on the current parking and traffic conditions at the SOEC site. Of the total 804 responses, 96% of participants are from the Penticton area, with the remaining 4% from outside of Penticton. The majority of respondents were aged 40 to 64, as shown in Figure 2.20.

Figure 2.20: Visitor Survey Results - Respondent Age



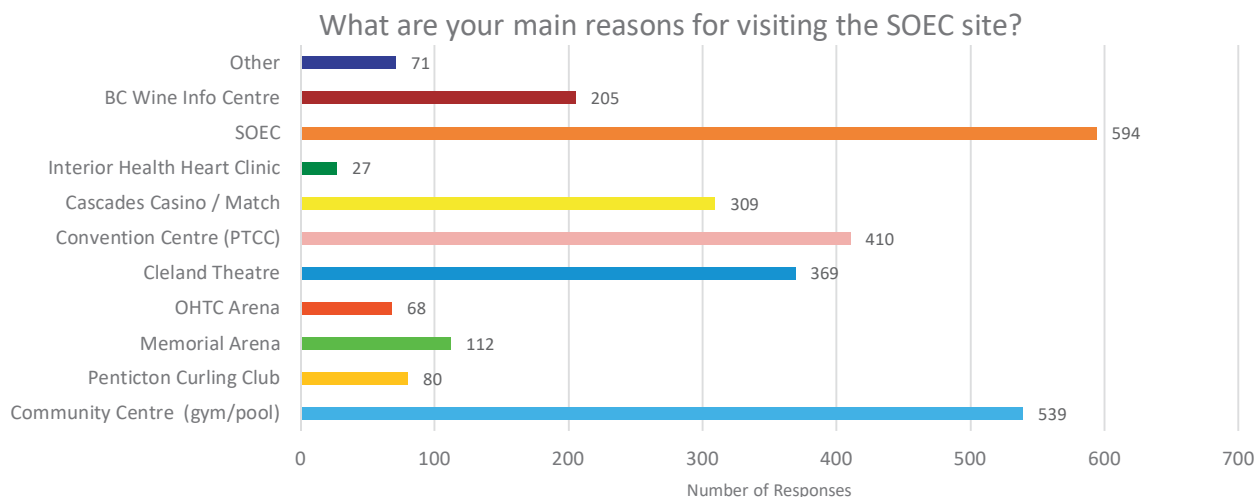
Survey results suggest that approximately 73% of SOEC patrons visit the SOEC site at least once per week while only 9% of the total 804 respondents visit less than once per month, as illustrated below in **Figure 2.21**. Visitor survey responses indicate that typically visitors spend between 1 and 4 hours at the SOEC complex, as shown below in **Figure 2.21**.

Figure 2.21: Visitor Survey Results - Visit Frequency



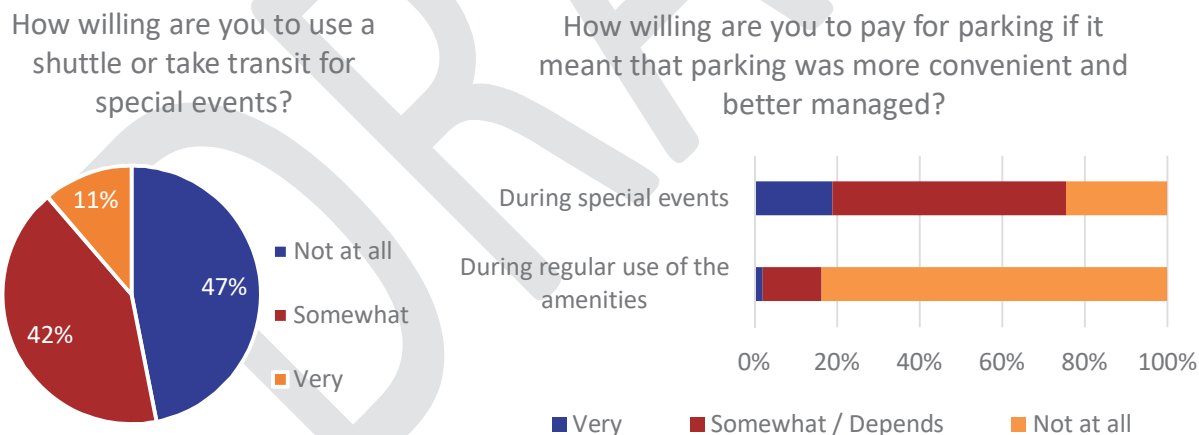
Survey responses indicating visitors’ main reasons for visiting the SOEC site are displayed below in **Figure 2.22**, which find the most common visits are to the SOEC and the community centre. The convention centre, Cleland Theatre, and casino were also identified as common attractions among the respondents. For this question, respondents were asked to choose all that apply on the survey forms.

Figure 2.22: Visitor Survey Results - Main Reason of Visit



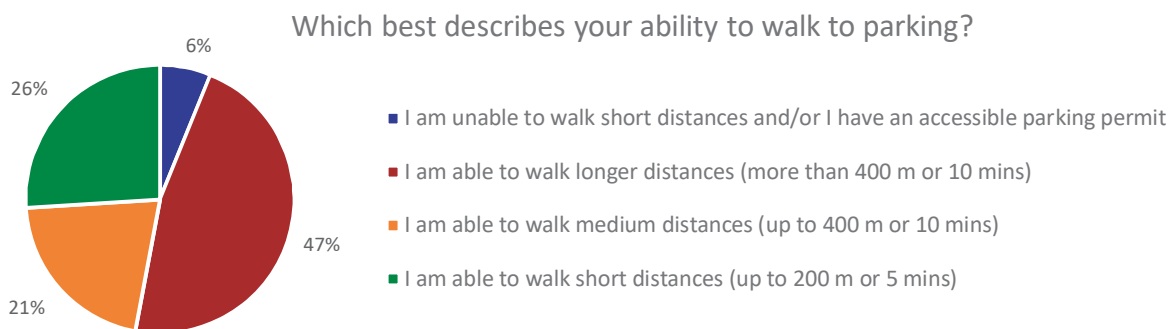
Visitors were asked their opinion on parking management strategies, and almost half of respondents said they are “not at all” willing to use a shuttle or take transit for special events, while 53% are somewhat or very willing, as shown below in **Figure 2.23**. Over 70% of visitor survey participants would be very or somewhat willing to pay for parking during special events, however, less than 20% would be willing to pay during regular daily use of the SOEC facilities, as illustrated in **Figure 2.23**.

Figure 2.23: Visitor Survey Results - Parking Management Strategies Feedback



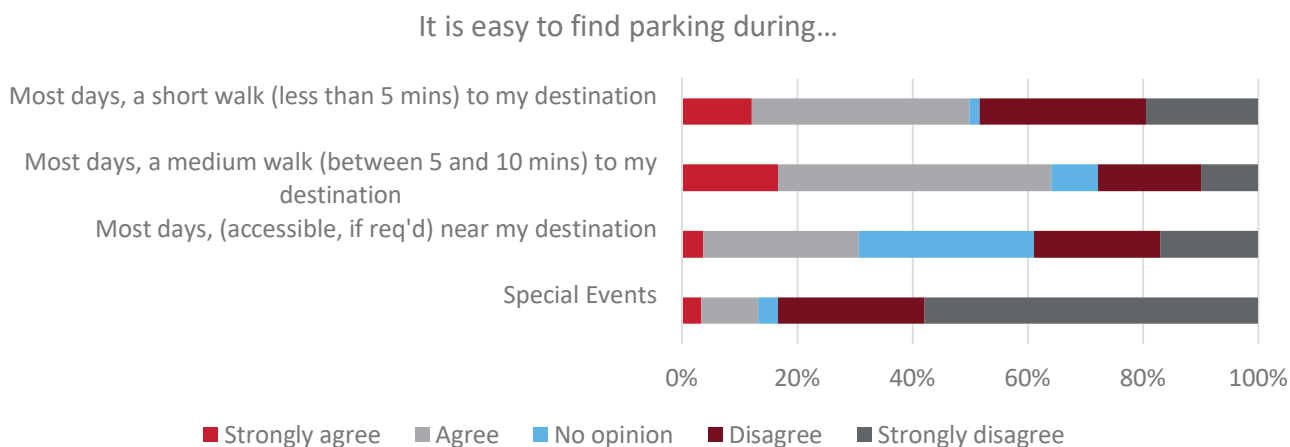
SOEC visitors were asked to describe their ability to walk to parking, as depicted below in **Figure 2.24**. Results found that almost half of respondents are able to walk over 400 m (or 10 mins) for parking. Only 6% of respondents are unable to walk short distances or require accessible parking.

Figure 2.24: Visitor Survey Results - Ability to Walk to Parking



Agreeing with resident and stakeholder survey results, most visitors do not find it easy to find parking during special events, as shown below in **Figure 2.25**. Additionally, almost half of respondents do not find it easy to find parking within a five-minute walk to their destination on most days.

Figure 2.25: Visitor Survey Results - Easy of Parking



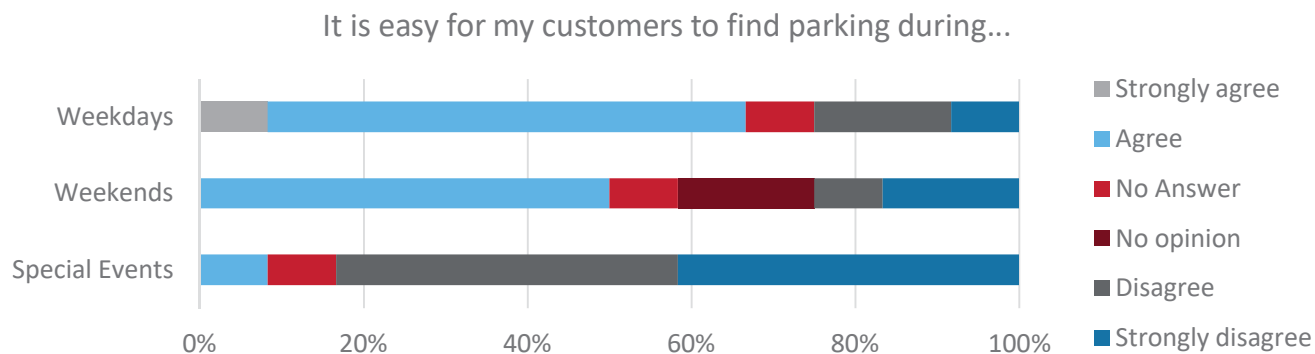
2.3.3 Stakeholder Survey Results

The stakeholder survey yielded 12 responses representing 11 different groups, including:

- Cascades Casino,
- Community Centre & Pool,
- Dale Charles Physiotherapy,
- Interior Health,
- Okanagan Hockey Group,
- Penticton Curling Club,
- Penticton Trade and Convention Centre,
- SOEC Management,
- Travel Penticton,
- Wine Information Centre, and
- Other.

The results of the stakeholder survey reinforced the visitor and resident survey findings. Based on the 12 responses, the most difficult time for the tenant's customers to find parking was identified to be during special events, as shown below in **Figure 2.26**.

Figure 2.26: Stakeholder Survey Results - Ease of Parking



Stakeholders were asked questions regarding their staff and trip to work. Results concluded that a minimum of approximately 140 staff work on the SOEC complex on a typical day. Based on SOEC tenants' estimates, approximately 100 of the minimum 140 staff park at work in various lots on the SOEC site. It should be noted that these results are anecdotal estimates.

Further comments from stakeholders provided suggestions to improve parking conditions and address parking issues on the SOEC site. Some common themes among the stakeholders' comments are listed below.

- ▶ Implement Pay Parking to address parking pressures on the SOEC site.
- ▶ Designate parking areas for each facility on site with improved signage and enforcement.
- ▶ Improved wayfinding signage and communication of alternative parking options.
- ▶ Improved pedestrian and cyclist facilities to the site and on the site.

2.4 Problem Definition

Based on previous studies, collected data, survey results, and community engagement, the following issues have been identified regarding parking at the SOEC complex.

Parking demand pressures during busy days and special events due to many different types of facilities and various user characteristics at the complex.

On-street parking pressures are prevalent during busy days and special events at the SOEC. Residents are negatively impacted by these parking pressures as on-street parking is occupied and traffic increases in their neighbourhood.

Traffic circulation and congestion occurs at the beginning and end of larger events at the SOEC complex. High volumes of traffic entering or leaving the site simultaneously causes bottlenecks at entrances and exits to the parking areas.

Pedestrian / bicycle connectivity and safety is subpar or non-existent in some areas.

3.0 OPTION DEVELOPMENT AND EVALUATION

Several improvement options have been explored and evaluated, as presented in this section. A series of five guiding principles were identified based on the issues outlined in the problem definition and have been used to evaluate how well each option could resolve the parking issues observed at the SOEC. Further, a description of each option is provided, followed by a summary of the options developed and a recommendation of which options should be advanced into the implementation strategy.

3.1 Guiding Principles

The following guiding principles were developed with input from the stakeholder advisory group members. These principles have been used to evaluate the conceptual design options.

1. **Optimize existing parking areas** – Increase or improve efficiency of existing parking with current land and space, or maintain the existing parking supply, where possible (i.e. no net reduction in parking supply).
2. **Improve pedestrian safety and connectivity** – Provide clear pedestrian routes and pathways to facilitate comfortable and safe access to all areas of the complex.
3. **Better manage traffic circulation, access, and wayfinding** – Ensure vehicle traffic on site, and to and from the site, is accommodated with clear routing that mitigates congestion and seamlessly guides drivers to their desired destination.
4. **Provides opportunity for additional parking** – Encourages possible future increase in parking supply or addresses managing parking demand.
5. **Mitigating SOEC patron parking on adjacent residential streets** – Ensure off-street parking supply is provided and managed such that SOEC complex patrons avoid parking on residential streets.

3.2 Improvement Options

Conceptual design options have been categorized into four option series’:

- Option A** Series - Parking Reconfiguration & Addition
- Option B** Series - Parking Policies & Management
- Option C** Series - Wayfinding
- Option D** Series - Pedestrian Facilities

Each option is described in the following section and assessed based on how the option aligns with each of the five guiding principles using the rating scale shown below on the left. Cost estimates are approximated for each conceptual option using a scale ranging from low to very high identified by the symbols shown below on the right.

Guiding Principles Option Evaluation Ratings				
Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer

Option Cost Estimate Rating:	
\$	Low
\$\$	Medium
\$\$\$	High
\$\$\$\$	Very High

3.2.1 Option A1: Curling Club Lot - 90 Degree Parking

Option Description:

With the removal of the centre “Queen’s” entrance driveway in front of the SOEC on Eckhardt Avenue, Option A1 reconfigures the parking in front of the SOEC and curling club. All the existing parking is shifted westward and additional 90-degree parking is provided adjacent to the curling club and in place of the driveway.

Design Consideration:

This option optimizes the existing parking space and removes the underutilized centre driveway. However, the reconfiguration requires relocating concrete curbs and impacts emergency fire access adjacent to curling club. This configuration also results in a wide driving aisle adjacent to the new 90-degree parking at the curling club.

Option A1: Evaluation Summary

- ▶ Net gain of 10 spaces, for a total capacity of 180 spaces.
- ▶ More construction required due to moving concrete curbs across eight parking aisles.
- ▶ Removes loading zone / emergency vehicle access area adjacent to west side of the Curling Club.

Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking	✓				
Improve Pedestrian Safety, Accessibility Connectivity			✓		
Improve Traffic Circulation, Access, and Wayfinding			✓		
Opportunity for Additional Parking		✓			
Mitigate On-Street Parking Impacts			✓		

Conceptual Planning-Level Cost Estimate: \$\$\$

The conceptual design drawing is provided in **Appendix D**.

Recommendation for Option A1

Screen-out from further review and from implementation.



3.2.2 Option A2: Curling Club Lot - Parallel Parking

Option Description:

With the removal of the centre “Queen’s” entrance driveway in front of the SOEC on Eckhardt Avenue, Option A2 reconfigures the parking lot in front of the SOEC and curling club and adds another row of 90-degree and parallel parking adjacent to the curling club. All the existing parking is shifted westward and a vehicle connection is created adjacent to Eckhardt Avenue between the two SOEC parking lots.

Design Consideration:

This option utilizes the existing parking area and removes the underutilized centre driveway. Emergency fire access adjacent to curling club is maintained. However, the reconfiguration requires relocating concrete curbs and results in a narrow drive aisle adjacent to curling club.

Option A2: Evaluation Summary

- ▶ Net gain of 13 spaces, for a total capacity of 183 spaces.
- ▶ More construction required due to moving concrete curbs across eight parking aisles.

Review of Option A2:

Benefits do not outweigh the costs as it requires significant re-design and construction to relocate all existing curbs which only results in an additional 13 parking spaces.

Recommendation for Option A2

Screen-out from further review and from implementation.



Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking	✓				
Improve Pedestrian Safety, Accessibility Connectivity			✓		
Improve Traffic Circulation, Access, and Wayfinding		✓			
Opportunity for Additional Parking		✓			
Mitigate On-Street Parking Impacts			✓		

Conceptual Planning-Level Cost Estimate: \$\$\$

The conceptual design drawing is provided in Appendix D.

3.2.3 Option A3: Curling Club Lot - Centre Parking

Option Description:

With option A3, the removal of the centre “Queen’s” entrance driveway in front of the SOEC on Eckhardt Avenue allows space for landscaping, concrete medians, and additional parking. Reconfiguration of the parking in front of the SOEC and curling club results in additional 90-degree parking and a vehicle connection adjacent to Eckhardt Avenue between the two parking lots in front of the SOEC. Four accessible stalls are also added near the entrance to the curling club.

Design Consideration:

This option optimizes the existing space and removes the underutilized centre driveway. Emergency fire access adjacent to curling club is also maintained. However, the reconfiguration requires relocating the concrete curbs at the centre driveway.

Option A3: Evaluation Summary

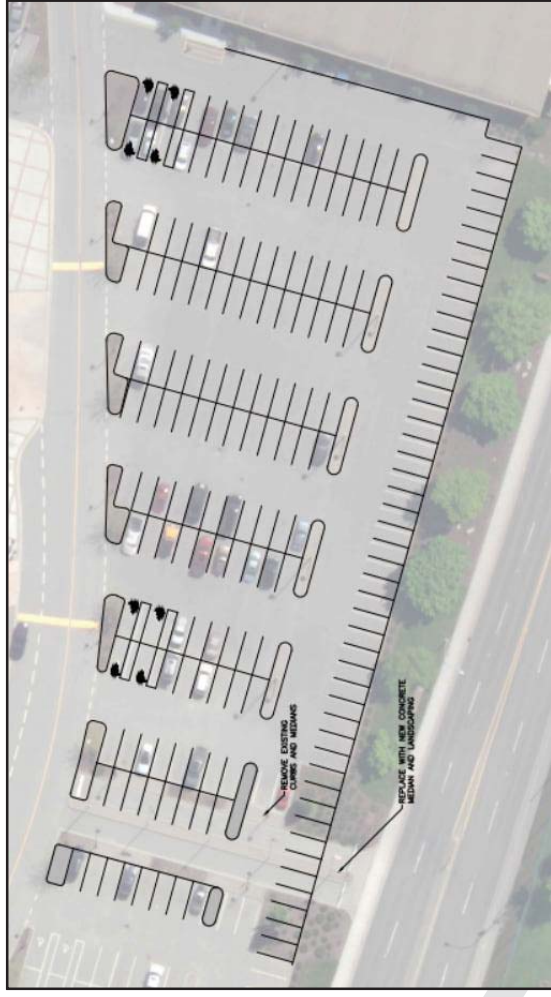
- ▶ Net gain of 11 spaces, for a total capacity of 181 spaces.
- ▶ Includes additional accessible parking stalls.
- ▶ Requires less construction than options A1 and A2 by maintaining most of the existing raised concrete islands in the same place.

Review of Option A3:

The unused space for the centre driveway is utilized for more parking, with minimal additional construction.

Recommendation for Option A3

Advance to Implementation Strategy as Medium-Term Priority



Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking	✓				
Improve Pedestrian Safety, Accessibility Connectivity			✓		
Improve Traffic Circulation, Access, and Wayfinding		✓			
Opportunity for Additional Parking		✓			
Mitigate On-Street Parking Impacts			✓		

Conceptual Planning-Level Cost Estimate: \$\$

The conceptual design drawing is provided in **Appendix D**.

The conceptual cost estimate is provided in **Appendix E**.

3.2.4 Option A4: Community / Convention Centre Lot

Option Description:

This option relocates the existing Community Centre accessible parking to the loading zone in front of the Community Centre. This provides space for an additional row of 90-degree parking for a net gain of 18 spaces and total capacity of 271 spaces.

Design Consideration:

This option optimizes the existing parking space to provide additional parking supply. However, the removal of the existing loading zone in front of Community Centre reduces the total loading zone area in this lot patrons would need to use the loading zones at the Memorial Arena and Convention Centre for drop-off and pick-up.

Option A4: Evaluation Summary

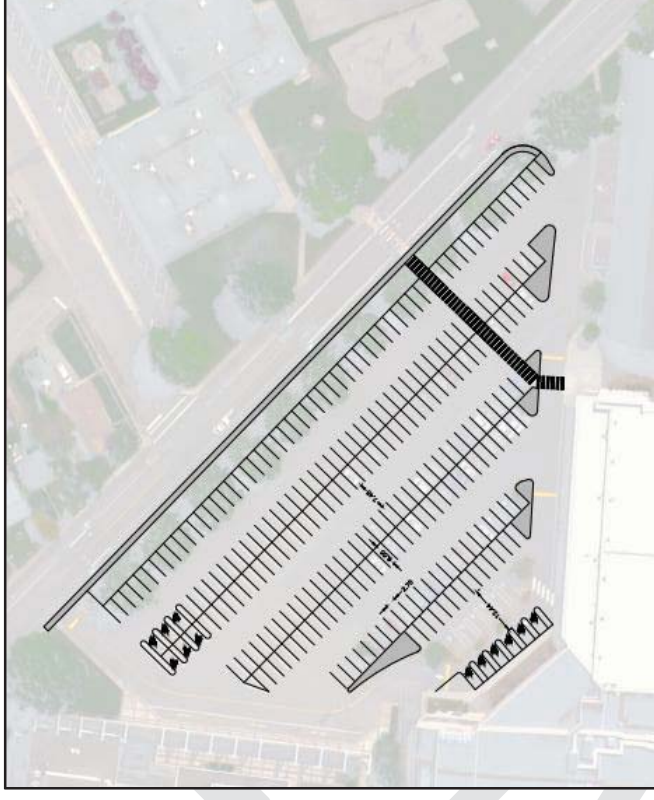
- ▶ Net gain of 18 spaces for a total capacity of 271 spaces.
- ▶ Reduces the existing loading zone space.
- ▶ Moves six accessible parking spaces closer to the community centre entrance.

Review of Option A4:

This reconfiguration option provides more parking supply; however, it reduces the amount of curb-side space for loading (pick-up / drop-off).

Recommendation for Option A4

Advance to Implementation Strategy as Medium-Term Priority



Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking	✓				
Improve Pedestrian Safety, Accessibility Connectivity				✓	
Improve Traffic Circulation, Access, and Wayfinding			✓		
Opportunity for Additional Parking		✓			
Mitigate On-Street Parking Impacts			✓		

Conceptual Planning-Level Cost Estimate: \$\$

The conceptual design drawing is provided in **Appendix D**.

The conceptual cost estimate is provided in **Appendix E**.

3.2.5 Option A5: Community / Convention Centre Lot - Drive Aisle

Option Description:

Similar to option A4, the Community Centre accessible parking is relocated to the existing loading zone in front of the Community Centre for an additional row of 90-degree parking. This option also consists of relocating the south driveway to midway in the parking lot to mitigate existing traffic congestion on the north leg of the Power Street / Wade Avenue roundabout.

Design Consideration:

Option A5 utilizes the existing parking space and improves access and safety at the arena loading zone, and traffic circulation in the Community Centre lot. However, there is a reduction in parking supply and the existing loading zone in front of Community Centre is removed.

Option A5: Evaluation Summary

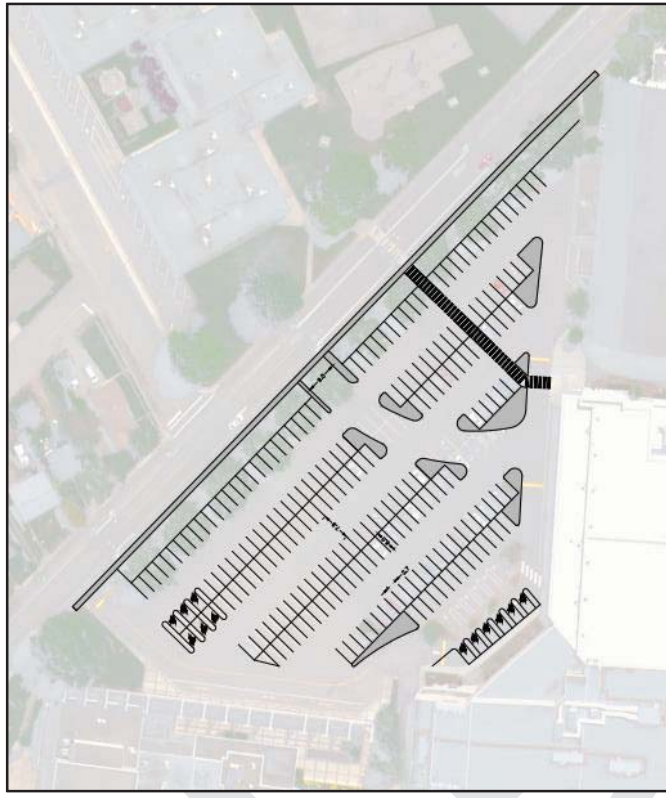
- ▶ Net loss of 19 spaces, for a total capacity of 234 spaces.
- ▶ Improved parking lot access for both vehicle traffic and pedestrians.

Review of Option A5:

This option does not align with the core guiding principles to increase and optimize parking supply.

Recommendation for Option A5

- Screen-out from further review and from implementation.



Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking				✓	
Improve Pedestrian Safety, Accessibility Connectivity	✓				
Improve Traffic Circulation, Access, and Wayfinding	✓				
Opportunity for Additional Parking					✓
Mitigate On-Street Parking Impacts			✓		

Conceptual Planning-Level Cost Estimate: \$\$\$

The conceptual design drawing is provided in **Appendix D**.

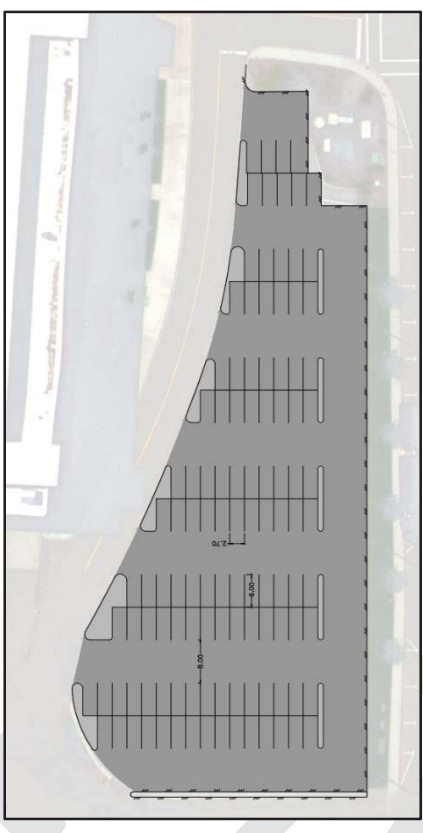
3.2.6 Option A6: West SOEC Lot

Option Description:

Option A6 consists of removing the existing drainage basin in the center of the lot west of the SOEC and reconfiguring the parking for linear drive aisles. The reconfiguration results in a net gain of 34 spaces for a total capacity of 114 spaces.

Design Consideration:

This option optimizes the existing parking space and reconfigures the west SOEC lot to more conventional linear drive aisles. This parking lot currently has a drainage pit in the centre of the lot, therefore, construction will likely require grading and surface drainage improvements. The City of Penticton is exploring using the location of this parking lot for a future new Twin Memorial Skating Arena. Thus, any further design of improvements to this parking lot should consider the long-term vision for a future facility(ies) on the west side of the SOEC.



Option A6: Evaluation Summary

- ▶ Net gain of 34 spaces for a total capacity of 114 spaces.
- ▶ Cost and risk may be high due to required drainage improvements.

Review of Option A6:

The long-term plan for a future twin memorial arena facility, along with the cost associated with grading and drainage may outweigh the benefits of providing additional parking in this western parking lot. However, significant parking supply increase is possible without any land acquisition. Further investigation and design as a long-term option is recommended.

Recommendation for Option A6

- || Consider for Long-Term Planning

Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking	✓				
Improve Pedestrian Safety, Accessibility Connectivity			✓		
Improve Traffic Circulation, Access, and Wayfinding			✓		
Opportunity for Additional Parking	✓				
Mitigate On-Street Parking Impacts			✓		

Conceptual Planning-Level Cost Estimate: \$\$\$

The conceptual design drawing is provided in **Appendix D**.

The conceptual cost estimate is provided in **Appendix E**.

3.2.7 Option A7: New Eckhardt Lot

Option Description:

A new parking lot located on the south side of Highway 97 / Eckhardt Avenue, across from Alberni Street, would have a potential total capacity of 117 spaces. Safe pedestrian access across Eckhardt Avenue to the SOEC would be provided by relocating the existing crosswalk at Comox Street to the east side of Alberni Street. The planning to relocate this crosswalk is already underway between City of Penticton and the Ministry of Transportation and Infrastructure. The proposed new crosswalk location would consist of overhead mounted signs and use the existing raised concrete median to provide a staged crossing and pedestrian refuge area. Access to the parking lot would be provided off the existing public alleyway.

Design Consideration:

This new lot increases overall parking supply at the SOEC. However, it requires either land acquisition or a lease on the property from the current owner and construction works to provide 117 parking spaces.

Option A7: Evaluation Summary

- ▶ Total potential capacity of 117 spaces.
- ▶ Significant costs due to land acquisition and construction.
- ▶ Pedestrian access for this option is supported by the relocation of the mid-block crosswalk on Eckhardt Ave from Comox St to Alberni St.

Review of Option A7:

This is a good option to consider for long-term planning to increase overall parking supply.

Recommendation for Option A7

- || Consider for Long-Term Planning



Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking			✓		
Improve Pedestrian Safety, Accessibility Connectivity		✓			
Improve Traffic Circulation, Access, and Wayfinding			✓		
Opportunity for Additional Parking	✓				
Mitigate On-Street Parking Impacts		✓			

Conceptual Planning-Level Cost Estimate: \$\$\$\$

The conceptual design drawing is provided in **Appendix D**.

The conceptual cost estimate is provided in **Appendix E**.

3.2.8 Option A8: Eckhardt Lot Expansion

Option Description:

Developing the lots west of the existing Eckhardt Lot would provide a potential net gain of 60 spaces for a total lot capacity of 162 spaces.

Design Consideration:

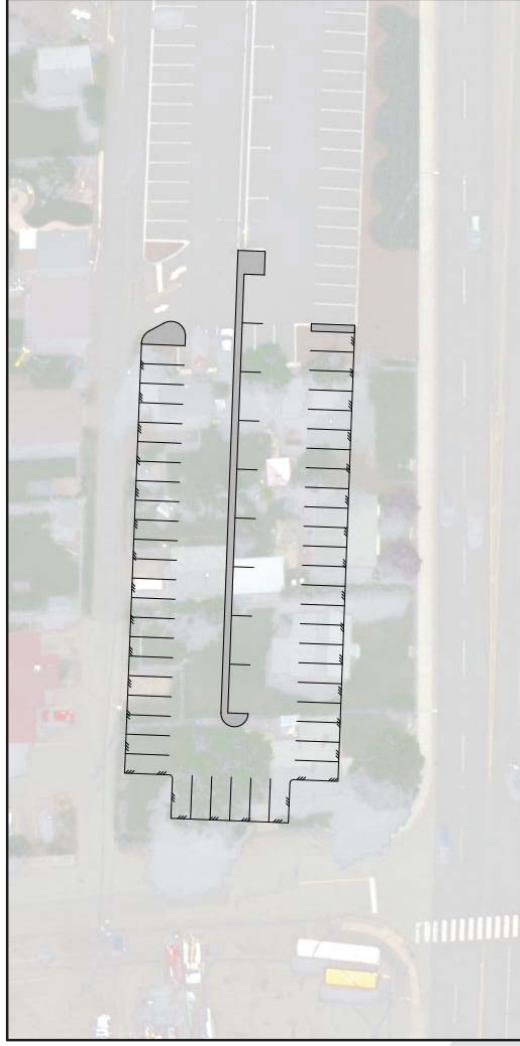
The Eckhardt lot expansion would increase the overall parking supply at the SOEC. There may be significant costs associated with construction due to the presence of existing structures on the properties, however, the lots required are currently owned by the City and do not require any further land acquisition.

Option A8: Evaluation Summary

- ▶ Net gain of 60 spaces, for a total capacity of 162 spaces.
- ▶ Costs would be only in construction as land is already owned by the City.

Review of Option A8:

This is a good option to consider to increase parking supply at the SOEC.



Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking			✓		
Improve Pedestrian Safety, Accessibility Connectivity			✓		
Improve Traffic Circulation, Access, and Wayfinding			✓		
Opportunity for Additional Parking	✓				
Mitigate On-Street Parking Impacts			✓		

Conceptual Planning-Level Cost Estimate: \$\$\$

The conceptual design drawing is provided in **Appendix D**.

The conceptual cost estimate is provided in **Appendix E**.

Recommendation for Option A8

Advance to Implementation Strategy as Medium-Term Priority

3.2.9 Option A9: New Creston Lot

Option Description:

Developing the lot on the corner of Alberni Street and Creston Avenue (902 Creston Avenue) would provide a potential total parking lot capacity of 12 spaces.

Design Consideration:

The new Creston lot would increase the overall parking supply at the SOEC. There may be significant costs associated with construction due to the presence of an existing structure on the property, however, the lot is currently owned by the City and does not require any further land acquisition. This lot is relatively small and options to optimize the parking configuration are limited. If adjacent lots are purchased by the City in the future it may be beneficial to consider delaying the development of this lot to incorporate the design into a larger parking area.



Option A9: Evaluation Summary

- ▶ Total potential capacity of 12 spaces.
- ▶ Costs would be only in construction as land is already owned by the City.

Review of Option A9:

This is a good option to increase parking supply at the SOEC. However, this option should be considered as part of a long-term plan if the City is anticipating to purchase additional adjacent lots on Creston Avenue.

Recommendation for Option A9

Advance to Implementation Strategy as Medium-Term Priority

Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking			✓		
Improve Pedestrian Safety, Accessibility Connectivity			✓		
Improve Traffic Circulation, Access, and Wayfinding			✓		
Opportunity for Additional Parking	✓				
Mitigate On-Street Parking Impacts			✓		

Conceptual Planning-Level Cost Estimate: \$\$

The conceptual design drawing is provided in Appendix D.

The conceptual cost estimate is provided in Appendix E.

3.2.10 Option A10: Baseball Diamond Lot

Option Description:

The baseball diamond on the SOEC site would provide a total potential capacity of 165 spaces. The existing parking for the Visitors Information Centre and Westminster Financial Centre would be relocated and the existing parking adjacent to the baseball diamond would be removed.

Design Consideration:

This option provides significant additional parking supply however, the land is currently City owned and zoned as designated park space. Significant construction and land rezoning is required for this option, and it may require relocating the existing Visitor Information Centre parking.

Option A10: Evaluation Summary

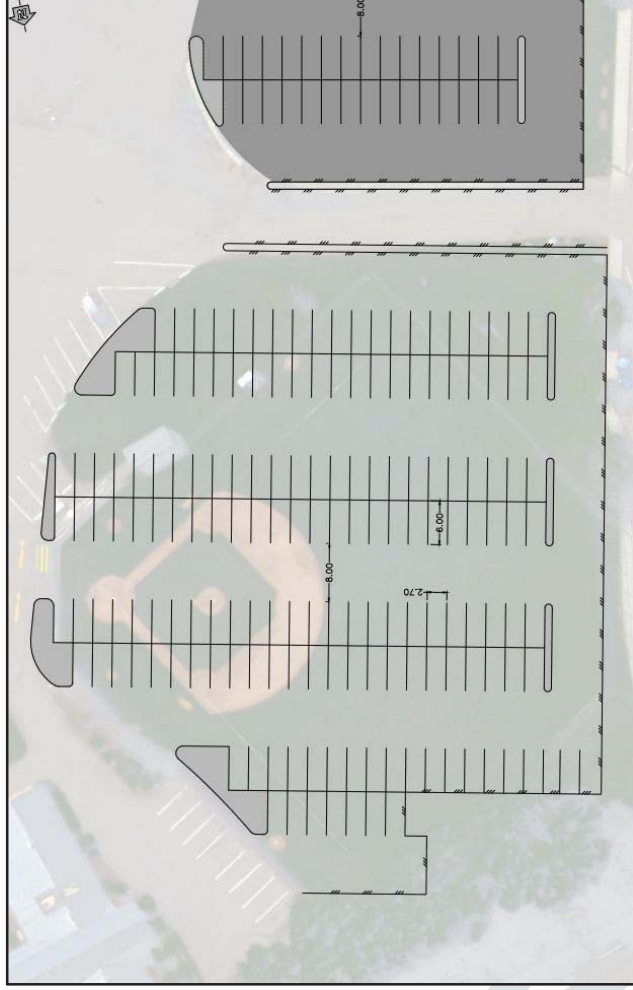
- ▶ Total potential capacity of 165 spaces.
- ▶ Likely not feasible as it impacts existing park space.
- ▶ Does not support long-term vision for Memorial Twin Arena long-term plan.
- ▶ Limits access to convention centre loading areas.

Review of Option A10:

This option will not be considered as part of this study's implementation plan as the land use designation and long-term plans for the SOEC complex do not support a parking lot.

Recommendation for Option A10

- Screen-out from further review and from implementation.



Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking				✓	
Improve Pedestrian Safety, Accessibility Connectivity			✓		
Improve Traffic Circulation, Access, and Wayfinding			✓		
Opportunity for Additional Parking	✓				
Mitigate On-Street Parking Impacts			✓		

Conceptual Planning-Level Cost Estimate: \$\$

The conceptual design drawing is provided in **Appendix D**.

3.2.1.1 Option A11: Parking Structure

Option Description:

A multi-level parking structure would significantly increase parking supply within a smaller footprint. A parking structure could be built on an existing SOEC parking lot and could be potentially owned and/or operated by the City, SPECTRA, a private third party, or a combination of parties.

Parking structures are very costly to construct and maintain, therefore, pay parking is typically required to fund the cost of the structure over a period of time (i.e. 10 or more years). Survey results suggest the SOEC patron and stakeholder support for a parking structure at the SOEC is controversial. Generally, public engagement feedback found that many are not in favour of pay parking, but many are supportive of a potential parking structure at the SOEC.

Option A11: Evaluation Summary

- ▶ High construction cost: estimated \$35,000 per parking stall (excluding cost of land) in a parking structure versus \$5,000 for an at-grade surface parking stall.
- ▶ The public is generally supportive of a free-per-use parking structure but does not want a pay-per-use parking structure.

Review of Option A11:

A parking structure is not appropriate for the SOEC users at this time, however, it may be considered in future long-term planning for the SOEC.

Recommendation for Option A11

- || Consider for Long-Term Planning



Figure 3.1: Parking Structure Example - courtesy of http://www.cpci.ca/en/about_us/project_month/june_2007/

Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking		✓			
Improve Pedestrian Safety, Accessibility Connectivity			✓		
Improve Traffic Circulation, Access, and Wayfinding			✓		
Opportunity for Additional Parking	✓				
Mitigate On-Street Parking Impacts			✓		

Conceptual Planning-Level Cost Estimate: \$\$\$\$

3.2.12 Option B1: On-Street Restrictions

Option Description:

Parking restrictions on residential streets require “Resident Only Parking” signage and issuing parking permits to residents of those streets. Multiple on-street parking restriction alternatives have been identified as appropriate for the residential streets near to the SOEC:

- i. Resident-Only Permit Parking:
 - o Prohibits non-residents to park on-street at all times of the day; or,
 - o Prohibits non-residents to park on-street from 5pm to 7am Wednesday to Saturday (during typical event days); or
- ii. Time-Restricted Parking (Residents Exempt with Permit):
 - o Allow non-residents to park for a up to 2 hours (based on parking results indicating event attendees park for 3 hours on average); or
 - o A combination of the above time-restricted and resident-only parking policies.

Design Consideration:

Implementing on-street parking restrictions increases parking availability for residents on adjacent streets. However, effective enforcement and permitting is required to impement parking restrictions. An alternative to permanent restrictions is to implement temporary barricades during major events to prohibit non-resident parking. This would need to be enforced by either Spectra or City volunteers or staff.

Option B1: Evaluation Summary

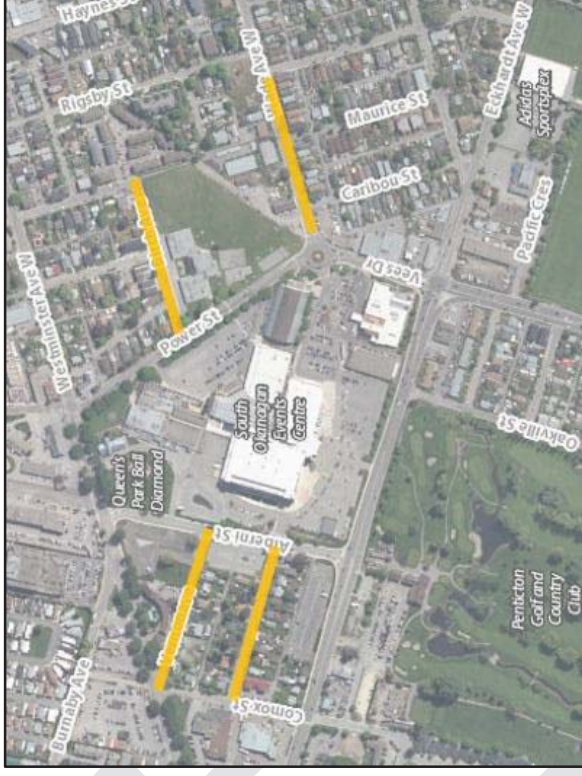
- ▶ Mitigates on-street parking impacts.
- ▶ Requires additional bylaw enforcement and permitting resources.

Review of Option B1:

On-street parking restrictions are appropriate near the SOEC to mitigate on-street parking demand in residential areas.

Recommendation for Option B1

▶ Advance to Implementation Strategy as a Short-Term Priority



Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking		✓			
Improve Pedestrian Safety, Accessibility Connectivity			✓		
Improve Traffic Circulation, Access, and Wayfinding			✓		
Opportunity for Additional Parking		✓			
Mitigate On-Street Parking Impacts	✓				

Conceptual Planning-Level Cost Estimate: \$
 The conceptual cost estimate is provided in **Appendix E.**

3.2.13 Option B2: Off-Street Parking Restrictions

Option Description:

Time-restrictions could be implemented in off-street parking areas that experience high daytime demand. Based on data and site observations, these areas are: The Community & Convention Centre Lot, the Arena Lot, and the area adjacent to the curling club in the Southeast SOEC Lot. Three sub-options for parking restrictions have been identified as appropriate for the SOEC users:

- i. 2-Hour max parking duration
- ii. Mixed time-restricted parking duration
- iii. Longer duration time limit (3- or 4-hour Max)

Design Consideration:

Time-restricted parking typically increases turnover and mitigates patrons from parking all-day in high-demand parking lot areas. It is an appropriate step prior to implementing pay parking, however, time-restrictions require effective enforcement.

Option B2: Evaluation Summary

- ▶ Increases turnover and mitigates all-day parking in popular parking areas.
- ▶ Requires additional bylaw enforcement resources.

Review of Option B2:

Time-restrictions are an effective tool to manage on-site parking where bylaw enforcement resources are available.

Recommendation for Option B2

Advance to Implementation Strategy as Short-Term Priority



All other parking areas would have no time restrictions, aside from areas that are currently time restricted, such as in front of the Visitor Information Centre.



Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking		✓			
Improve Pedestrian Safety, Accessibility Connectivity			✓		
Improve Traffic Circulation, Access, and Wayfinding			✓		
Opportunity for Additional Parking			✓		
Mitigate On-Street Parking Impacts					✓

Conceptual Planning-Level Cost Estimate: \$

The conceptual cost estimate is provided in **Appendix E**.

3.2.14 Option B3: Staff Parking

Option Description:

Currently there is no dedicated staff parking at the SOEC complex. The existing lot west of the SOEC is intended for staff parking but could be regulated with signage or issuing staff parking permits. Additionally, the Westminster Lot may be designated for SOEC staff parking, with or without signage or permits.

Design Consideration:

Designated staff parking lots would mitigate staff parking for a full day in the high-demand SOEC lots (i.e. Community Centre, Memorial Arena and Casino lots) and would increase the availability of parking for SOEC site patrons. Implementation requires clear and effective communication with the SOEC staff regarding parking policies.

Option B3: Evaluation Summary

- ▶ May be difficult to enforce without designated or time-restricted parking for all parking lots at the SOEC.
- ▶ There are several parking lots including west of the Curling Club and the parking lots off Alberni Street where there is significant capacity during typical weekdays for staff use.
- ▶ Requires effective communication and enforcement.
- ▶ May increase general parking availability for SOEC site patrons.
- ▶ Requires staff to walk longer distances to get to destination facilities.

Relationship to Guiding Principles

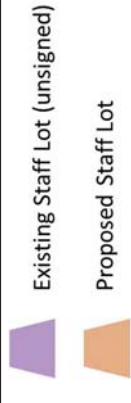
Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking		✓			
Improve Pedestrian Safety, Accessibility Connectivity			✓		
Improve Traffic Circulation, Access, and Wayfinding			✓		
Opportunity for Additional Parking			✓		
Mitigate On-Street Parking Impacts		✓			

Review of Option B3:

There are few benefits to designating staff parking areas that do not justify the costs involved.

Recommendation for Option B3

- Screen-out from further review and from implementation.



Conceptual Planning-Level Cost Estimate: \$

3.2.15 Option B4: Pay Parking

Option Description:

Pay parking is typically an effective parking management tool that increases turnover and can shift travel modes and/or times which reduces parking demand. Parking rates may be based on length of stay as well as parking location. Pay parking revenues can be used to improve transportation and community services. The City of Penticton is currently using many daily pay parking systems which may be considered at the SOEC, in addition to various other options, such as:

- ▶ On-street single-spaced metered parking
- ▶ Off-street pay station parking
 - Pay by phone
 - Pay by license plate
 - Pay by parking stall number
 - Pay-and-display ticket

Design Consideration:

Pay parking needs to be implemented with on-street restrictions and requires effective enforcement. Communication to the public is key to successful implementation as pay parking is typically met with resistance at the launch.

Option B4: Evaluation Summary

- ▶ Adds control and efficiency to parking at the SOEC complex.
- ▶ Typically met with resistance at first launch.
- ▶ Requires effective enforcement and regulation.

Review of Option B4:

Pay parking may not be applicable at the SOEC complex in the near future but should be considered in long-term planning for the SOEC complex.

Recommendation for Option B4

- || Consider for Long-Term Planning



Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking	✓				
Improve Pedestrian Safety, Accessibility Connectivity			✓		
Improve Traffic Circulation, Access, and Wayfinding			✓		
Opportunity for Additional Parking		✓			
Mitigate On-Street Parking Impacts			✓		

Conceptual Planning-Level Cost Estimate: \$

3.2.16 Option B5: Dynamic Message Signs

Option Description:

Dynamic message signs can be used to give real-time information to drivers about the availability of parking in various parking lots. Real-time parking information is useful to direct drivers to lots with available capacity and minimizes drivers circling parking lots looking for empty spaces. However, implementation is typically very costly as it consists of sensors at the entrances/exits, dynamic message signs, installation, a power source, and regular maintenance. This infrastructure can be implemented permanently (typically overhead or buried sensors) or temporarily / as a pilot project (typically speed hump sensors). Some suppliers offer features such as linking real-time parking information with smartphone applications (one example is Parking Logix).

Design Consideration:

In general, this solution is most effective in parking structures or lots with few entrances and exits. Also, temporary speed hump sensors may cause issues with snow removal. Real-time parking information improves overall parking efficiency and traffic circulation; however, it is costly to implement the infrastructure and does not provide additional parking capacity.

Option B5: Evaluation Summary

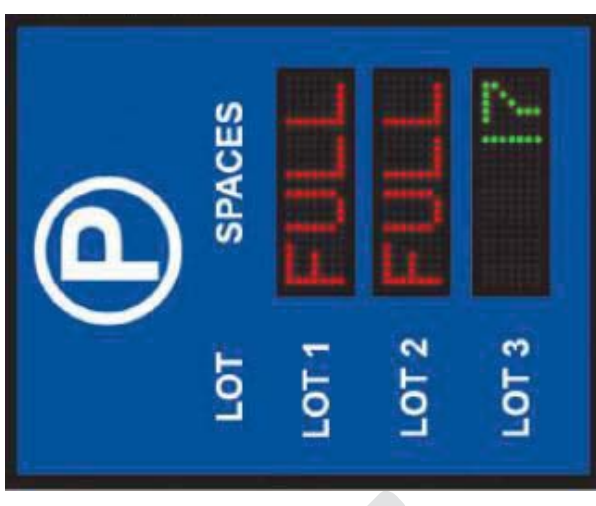
- ▶ High implementation and maintenance costs.
- ▶ Should improve traffic circulation and congestion.
- ▶ Improves parking efficiency and wayfinding.
- ▶ May not be feasible at the SOEC complex due to parking lots with multiple entrances and exits.

Review of Option B5:

Does not solve existing parking issues. Further investigation into feasible infrastructure options is required prior to considering implementation.

Recommendation for Option B5

Screen-out from further review and from implementation.

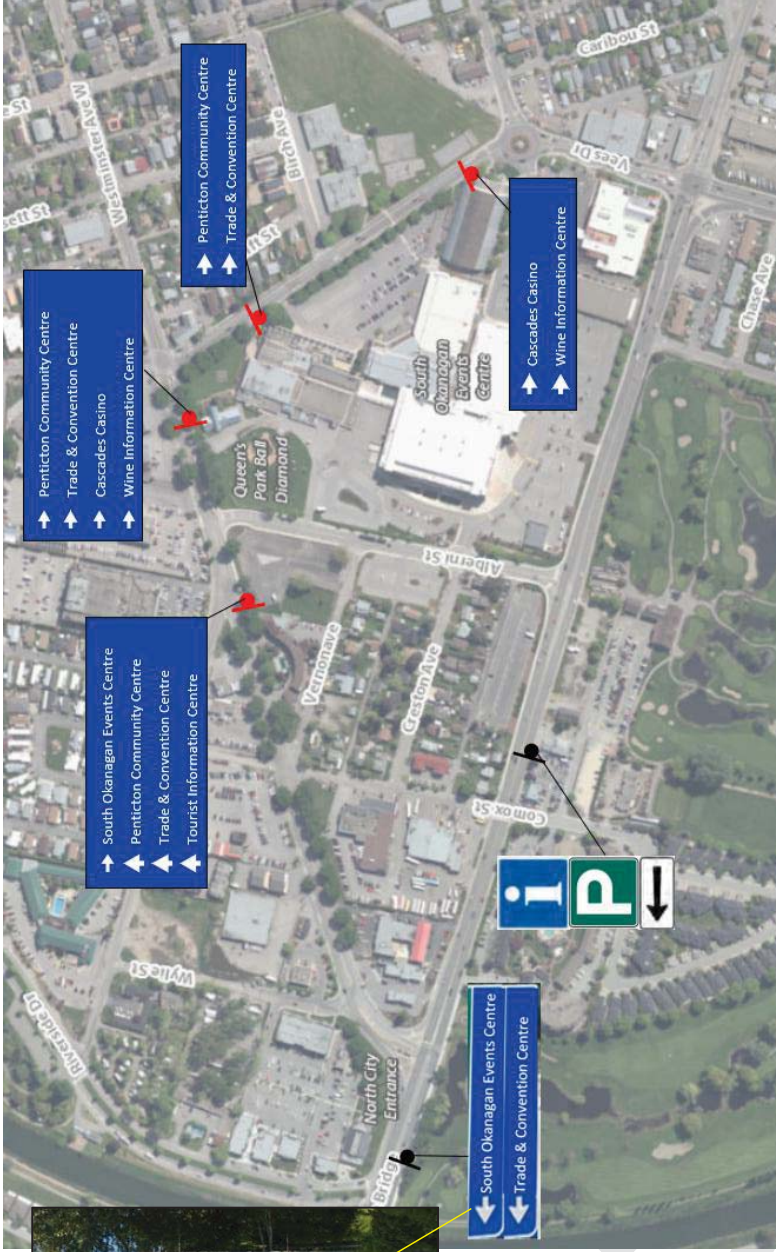


Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking		✓			
Improve Pedestrian Safety, Accessibility Connectivity			✓		
Improve Traffic Circulation, Access, and Wayfinding	✓				
Opportunity for Additional Parking			✓		
Mitigate On-Street Parking Impacts			✓		

Conceptual Planning-Level Cost Estimate: \$\$

3.2.17 Option C1: Site Access Wayfinding Signage



Option Description:

To improve wayfinding to specific facilities on the SOEC complex, wayfinding signage could be installed on the following streets (as illustrated above):

- ▶ Eckhardt Avenue: SOEC and Convention Centre guide signs installed under the existing guide signs west of Westminister Avenue intersection. There is currently a sign for the information centre that should be relocated west of Alberni Street to direct traffic for the Info Centre, as well as parking, to turn left on Alberni Street.
- ▶ Westminister Avenue: Directional guide signs for all SOEC facilities.
- ▶ Power Street: Guide signs indicating driveways for the Community and Conventions Centres, and the casino and Wine Information Centre.

Design Consideration:

Directional guide signs will likely improve traffic circulation and mitigate traffic congestion points by purposely dispersing traffic approaching the SOEC from the west. Signage will also improve wayfinding to different facilities at the SOEC complex. It should be noted that signage on Highway 97 / Eckhardt Avenue requires approval from MoTI prior to installation.

Option C1: Evaluation Summary

- ▶ Should improve traffic circulation and mitigate traffic congestion points.
- ▶ Improves wayfinding to different facilities at the SOEC complex.
- ▶ Relatively low cost to implement.
- ▶ Requires collaboration with MoTI.

Review of Option C1:

Implementing wayfinding signage is a reasonably low-cost option that will likely improve traffic circulation and wayfinding to the SOEC facilities.

Recommendation for Option C1

▶ Advance to Implementation Strategy as Short-Term Priority

Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking		✓			
Improve Pedestrian Safety, Accessibility Connectivity			✓		
Improve Traffic Circulation, Access, and Wayfinding	✓				
Opportunity for Additional Parking			✓		
Mitigate On-Street Parking Impacts		✓			

Conceptual Planning-Level Cost Estimate: \$

The conceptual design drawing is provided in **Appendix D**.

The conceptual cost estimate is provided in **Appendix E**.

3.2.18 Option C2: On-Site Wayfinding Signage

Option Description:

Installing wayfinding signage at the entrances to parking lots and buildings, and other key locations around the SOEC complex would assist pedestrians in navigating the complex site to reach their desired destination. Signage could consist of a site map indicating the location of the sign and identifying all facilities, entrances, pathways, and parking areas on the SOEC site. Additional features could include showing distances and walking times to various areas. An example of possible signage is shown on the right.



Option C2: Evaluation Summary

- ▶ Relatively affordable to implement.
- ▶ Improves SOEC patrons ability to navigate the SOEC once on-site.
- ▶ Would increase awareness of the pedestrian pathway between the Community Centre and the Memorial Arena.

Review of Option C2:

Option C2 benefits pedestrians in navigating the SOEC site on foot, at a relatively low cost.

Recommendation for Option C2

Advance to Implementation Strategy as Short-Term Priority

Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking		✓			
Improve Pedestrian Safety, Accessibility Connectivity			✓		
Improve Traffic Circulation, Access, and Wayfinding	✓				
Opportunity for Additional Parking			✓		
Mitigate On-Street Parking Impacts		✓			

Conceptual Planning-Level Cost Estimate: \$\$

The conceptual cost estimate is provided in **Appendix E**.

3.2.19 Option D1: Casino Pedestrian Facilities

Option Description:

Option D1 provides a sidewalk along the south side of the road in front of the casino and curling club, and a sidewalk in front of Memorial Arena in front of the existing accessible parking. There is also a new pedestrian connection provided from the casino parking lot to the Memorial Arena.

Design Consideration:

Option D1 improves pedestrian safety and connectivity by providing currently missing key pathways and crosswalks to access the main SOEC buildings from the casino, and vice versa. The sidewalk and crosswalk construction utilizes existing curbs and space and does not impact the existing parking areas.

Option D1: Evaluation Summary

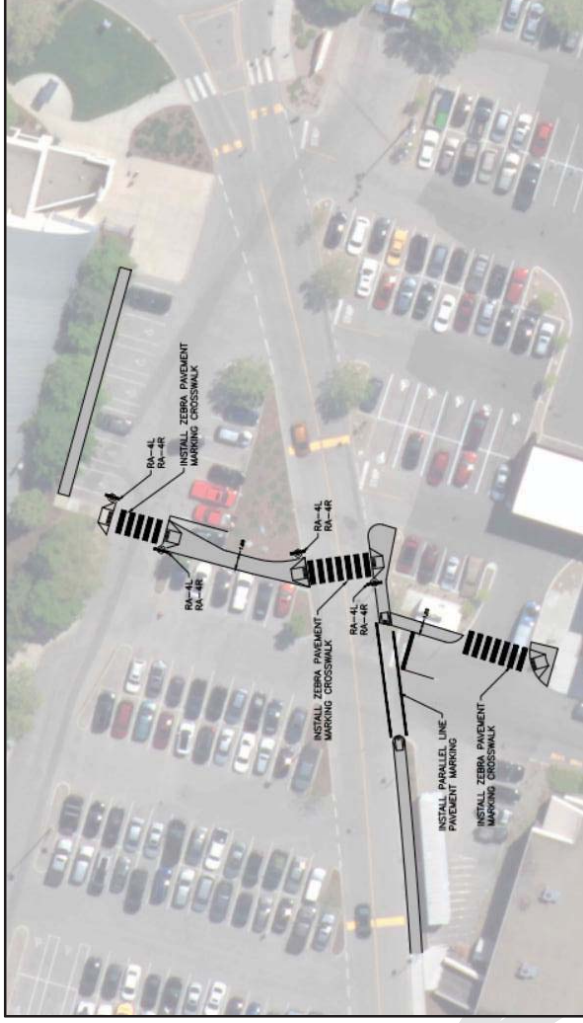
- ▶ Improves pedestrian safety and connectivity.
- ▶ Does not impact existing parking areas.
- ▶ Provides complete sidewalk connection on south side of Memorial Arena.

Review of Option D1:

Option D1 provides important pedestrian connectivity between the casino and the main SOEC buildings. This option requires some construction costs but does not impact the existing parking supply or configuration.

Recommendation for Option D1

Advance to Implementation Strategy as Medium-Term Priority



Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking			✓		
Improve Pedestrian Safety, Accessibility Connectivity	✓				
Improve Traffic Circulation, Access, and Wayfinding		✓			
Opportunity for Additional Parking			✓		
Mitigate On-Street Parking Impacts			✓		

Conceptual Planning-Level Cost Estimate: \$\$

The conceptual design drawing is provided in **Appendix D**.

The conceptual cost estimate is provided in **Appendix E**.

3.2.20 Option D2: Casino Pedestrian Facilities - Extended

Option Description:

Option D2 builds off of Option D1 by extending the sidewalk on the south side of the road in front of the casino to connect with the roundabout. All of the aspects in Option D1 are also included.

Design Consideration:

This option improves pedestrian safety and connectivity near the casino and memorial arena. However, the sidewalks on the south side of the road may require removing a couple of parking spaces. Also, the connection to the roundabout has limited benefit as there is already a pedestrian connection from the casino to Power Street / Veas Street located in front of the casino and Wine Information Centre.

Option D2: Evaluation Summary

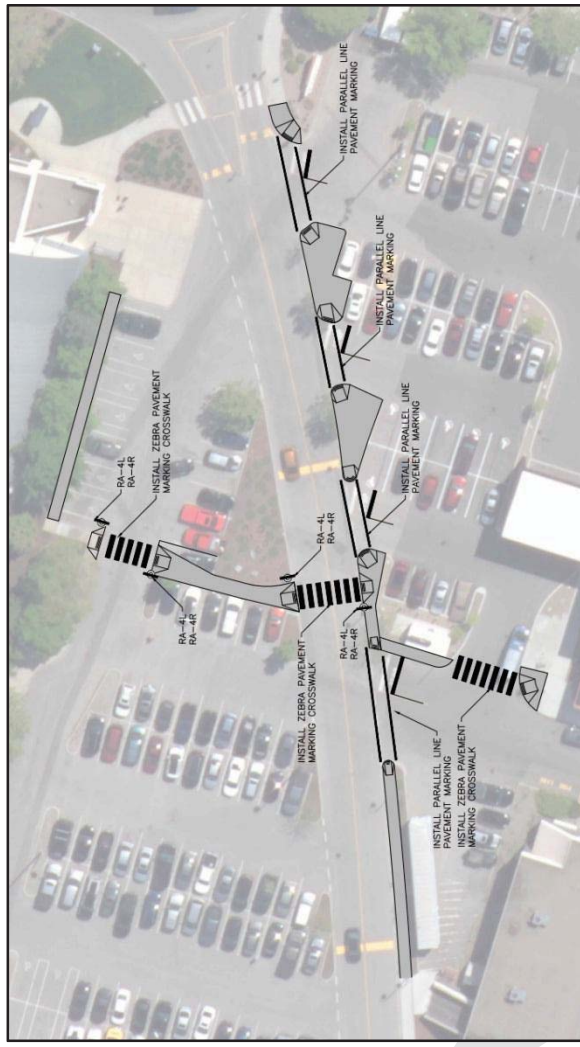
- ▶ Improves pedestrian safety and connectivity near the casino and arena.
- ▶ May require removing some parking spaces.
- ▶ Sidewalk extension to roundabout has limited benefit.

Review of Option D2:

Option D2 provides an additional pedestrian connection, but it has limited benefit considering construction costs.

Recommendation for Option D2

- Screen-out from further review and from implementation.



Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking			✓		
Improve Pedestrian Safety, Accessibility Connectivity	✓				
Improve Traffic Circulation, Access, and Wayfinding		✓			
Opportunity for Additional Parking			✓		
Mitigate On-Street Parking Impacts			✓		

Conceptual Planning-Level Cost Estimate: \$\$

The conceptual design drawing is provided in Appendix D.

3.2.21 Option D3: Arena Loading Zone Expansion

Option Description:

This option extends the existing loading zone in front of the SOEC and Memorial Arena to the space currently occupied by accessible parking stalls. The accessible parking spaces would be relocated to the other side of the drive aisle and to the parking row to the west. This option results in a net reduction of 10 parking spaces for a total capacity of 77 spaces.

Design Consideration:

This option increases the available loading zone for the Memorial Arena which will improve the traffic circulation and safety in this lot. Some construction is required for this option in extending the sidewalk adjacent to the arena and relocating the accessible parking stalls.

Option D3: Evaluation Summary

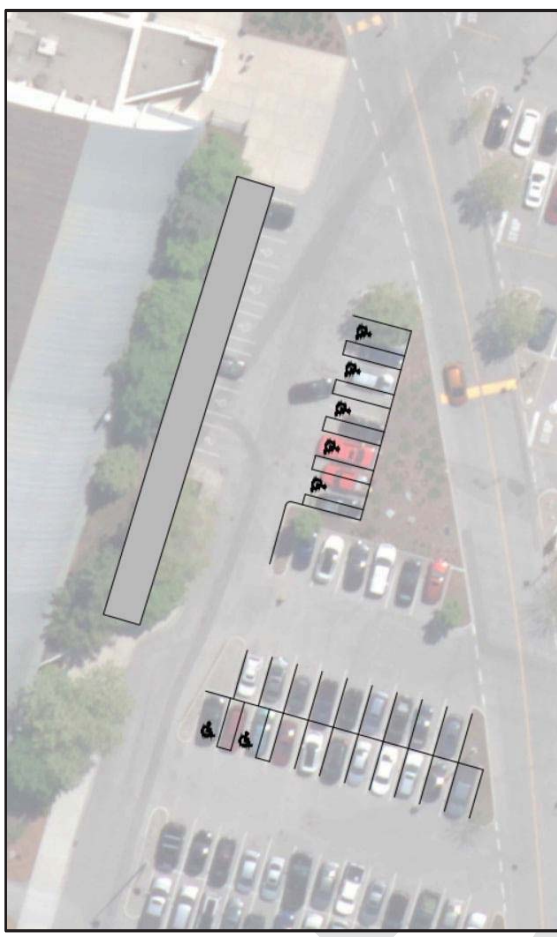
- ▶ Net loss of 10 spaces for a total capacity of 77 spaces.
- ▶ Existing loading zone space is significantly increased.
- ▶ Relocation of accessible parking stalls (no change in accessible capacity).
- ▶ Gap in sidewalk connection completed with this option.

Review of Option D3:

The construction costs associated with this option, in addition to the net decrease in parking supply results in low scoring across most of the guiding principles.

Recommendation for Option D3

- Screen-out from further review and from implementation.



Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking					✓
Improve Pedestrian Safety, Accessibility Connectivity	✓				
Improve Traffic Circulation, Access, and Wayfinding		✓			
Opportunity for Additional Parking					✓
Mitigate On-Street Parking Impacts			✓		

Conceptual Planning-Level Cost Estimate: \$\$

The conceptual design drawing is provided in **Appendix D**.

3.2.22 Option D4: SOEC Crosswalks

Option Description:

This option consists of installing crosswalks on the roadway through the main SOEC parking lots for increased pedestrian safety and connectivity as well as traffic calming along this roadway. The crosswalks would include pavement markings and side-mounted crosswalk signage and may be incorporated with the existing speed humps for further traffic calming. The crosswalks would be strategically located near the entrances to the parking lot to warn drivers that they are entering a pedestrian zone, encourage lower speeds, and increase driver vigilance.

Design Consideration:

Based on the configuration of the parking lot relative to the SOEC entrance, the crosswalks may not be used by all pedestrians parking in the SOEC lot, however, their presence near the parking lot entrances would provide traffic calming. Additional pedestrian facilities through the main SOEC parking lot were considered and screened out since this would result in a reduction in parking supply, and pedestrian safety or the need for separated pedestrian facilities in this lot was not identified as an existing issue based on public feedback.

Option D4: Evaluation Summary

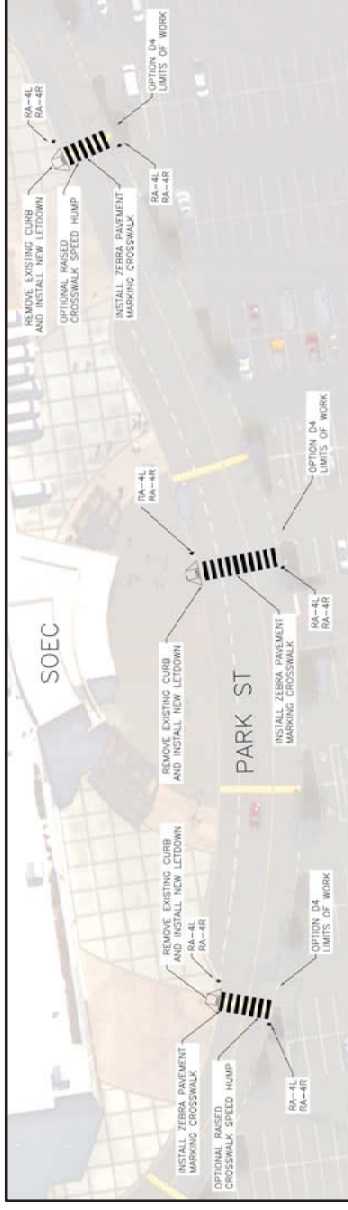
- ▶ Improves pedestrian safety and connectivity.
- ▶ Provides traffic calming benefits.
- ▶ Relatively low cost to implement.

Review of Option D4:

Implementing crosswalks in front of the SOEC is low cost and increases pedestrian safety.

Recommendation for Option D4

Advance to Implementation Strategy as Short-Term Priority



Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking			✓		
Improve Pedestrian Safety, Accessibility Connectivity	✓				
Improve Traffic Circulation, Access, and Wayfinding			✓		
Opportunity for Additional Parking			✓		
Mitigate On-Street Parking Impacts			✓		

Conceptual Planning-Level Cost Estimate: \$

The conceptual design drawing is provided in **Appendix D**.

The conceptual cost estimate is provided in **Appendix E**.

3.2.23 Option D5: Curling Club-Eckhardt Connection

Option Description:

Option D4 includes a sidewalk connection from Eckhardt Avenue to the SOEC parking lot and a new sidewalk adjacent to the curling club connecting to the pedestrian facilities in front of the casino.

Design Consideration:

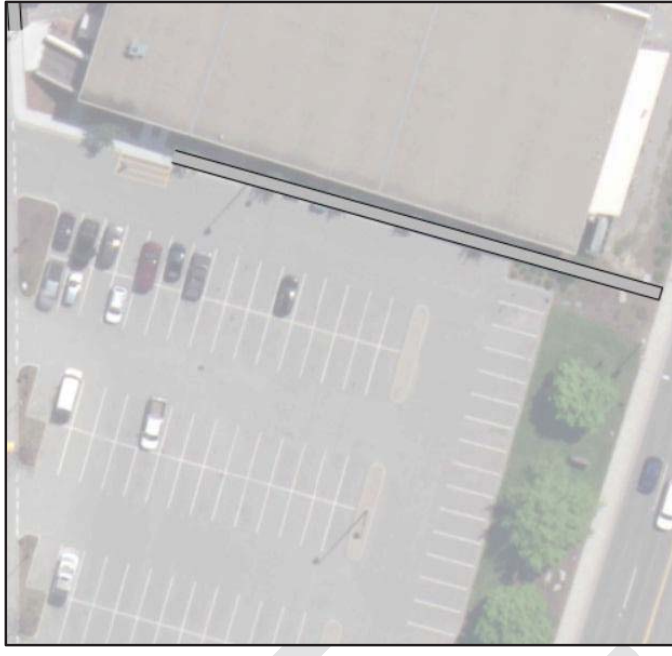
There is currently space adjacent to the curling club to provide a standard sidewalk. Existing parking would not be impacted. Additional lighting may be considered (if necessary) for further pedestrian safety and comfort.

Option D5: Evaluation Summary

- ▶ Improves on-site pedestrian connectivity and access.

Review of Option D5:

This connection improves the pedestrian network on the SOEC site.



Relationship to Guiding Principles

Guiding Principles	Improved	Somewhat Improved	Status Quo	Somewhat Poorer	Poorer
Optimize Existing Parking			✓		
Improve Pedestrian Safety, Accessibility Connectivity	✓				
Improve Traffic Circulation, Access, and Wayfinding			✓		
Opportunity for Additional Parking			✓		
Mitigate On-Street Parking Impacts			✓		

Conceptual Planning-Level Cost Estimate: \$

The conceptual design drawing is provided in **Appendix D**.

The conceptual cost estimate is provided in **Appendix E**.

Recommendation for Option D5

Advance to Implementation Strategy as Medium-Term Priority

3.3 Transportation Demand Management (TDM) Opportunities

Transportation Demand Management (TDM) refers to a wide variety of policies and initiatives that encourage other modes of transportation as an alternative to single-occupancy-vehicle. The SOEC currently uses TDM strategies during busy weekends and special events, including park-and-ride shuttles and pay parking. Additional opportunities that support TDM consist of alternative modes incentives. Some examples are discussed below.

Designated **carpool / ride-share parking spaces** can be provided in one or multiple parking lots in high demand areas. This would promote carpooling and ride-sharing by giving priority to those vehicles with appealing parking spots.

Transit subsidies for SOEC complex staff may be provided to encourage employees to take public transit to work.

The City should consider working with BC Transit to discuss opportunities to **improve transit accessibility** and service hours to the SOEC. This may include regular transit and HandyDART services. Improved transit service may also assist in addressing concerns raised by the community regarding limited accessible parking during special events and busy days at the SOEC by providing a reliable alternative transportation option.

Improved pedestrian, bicycle facilities connecting to and within the SOEC complex ensures the safety and comfort of pedestrians and cyclists. Comfortable facilities reduce the perception of walking time and distance, which means patrons are more willing to choose alternative transportation for their trip to the SOEC. It also increases patron's being more willing to park further from their destination in off-site parking areas.

Bike valets provided at special events and conferences may decrease the perception of risk of storing a bike on site during a special event or conference. Bike theft is a common concern in the community of Penticton and having secure bicycle storage that is supervised for the duration of the event may increase the number of people choosing to cycle to the SOEC.

Trip end facilities, consisting of safe bike storage and showers/changing facilities, may be provided to support commuters and others travelling to the SOEC.

At the SOEC, the above recommended TDM measures align with many of the guiding principles as they reduce the overall parking demand and therefore optimize existing parking, mitigate traffic congestion, and mitigate on-street parking impacts. Depending on the initiative, the option may



Figure 3.2: Carpool Signage Example - Courtesy of

http://www.compliancesigns.com/media/parking-control/1000/Parking-Designated-Reserved-Sign-PKE-13786_1000.gif



Figure 3.3: Bike Storage Locker Example – Courtesy of <http://www.castanet.net/news/Kelowna/92697/Kelowna-bike-storage>

also significantly improve pedestrian and cyclist safety, accessibility, and comfort.

All TDM options have varying costs and expected degrees of success, but typically, TDM measures are relatively low impact and low cost to implement.

3.4 Other Considerations

In addition to the options identified above, other considerations were explored to address community concerns.

3.4.1 *Alternative Parking Configurations*

Alternative parking configurations were explored, such as angled parking and one-way drive aisles. These options were not pursued as the cost for such significant reconfiguration is high compared to the potential net gain in parking. One-way drive aisles can also cause driver confusion in learning how to navigate parking lots and add to increased traffic congestion.

3.4.2 *Off-Street Parking for Nearby Businesses*

A short-term solution to increase parking supply is to collaborate with nearby businesses to share parking areas during busy event times. Nearby groups that may be considered due to proximity and opposite peak patron hours include the Queen's Park Elementary School and Sherwood business centre.

3.4.3 *Accessible Parking*

Concerns regarding limited supply of accessible parking during special events and busy days at the SOEC was identified through public engagement. Therefore, accessible parking was specifically considered in each option and opportunities to optimize the availability of accessible parking were explored. Additions and changes to accessible parking supply have been incorporated into the options described throughout Section 3.2 of this report.

3.5 Summary of Public Feedback on Improvement Options

Some of the improvement options were presented to the community at the second public open house on August 28th, 2018 to gather public input. Input on the options was gathered through conversations at the open house and through a feedback survey provided in hardcopy and online formats. A copy of the feedback form is included in **Appendix C** with a complete summary of the results. In the survey, respondents were asked to indicate which of the proposed options in each group should be considered for further analysis, with the ability to choose all that apply. Most respondents only chose one option for each group of options, therefore, the results summarized below in **Table 3.1** illustrate the most popular option within each group. Generally, comments heard at the open house were positive, particularly in support of the time-restricted parking and wayfinding options.

Table 3.1: Open House #2 - Feedback Survey Results Summary

Option Group	Option Name	% First Choice to Consider for Further Analysis ⁴
A Reconfigure Existing Lots	Option A3: Curling Club Lot – Centre Parking	28
	Option A4: Community / Convention Centre Lot	30
	Option A6: West SOEC Lot	34
A Develop New Parking	Option A7: New Eckhardt Lot	37
	Option A8: Eckhardt Lot Expansion	31
Long-Term	Option A10: Parking Structure	67
B Parking Policies & Management	Option B1: On-Street Restrictions	16
	Option B2: Off-Street Parking Restrictions	23
	Option B4: Pay Parking	23
	Transportation Demand Management	26
C Wayfinding	Option C1: Site Access Wayfinding Signage	53
	Option C2: On-Site Wayfinding Signage	34
D Pedestrian Facilities	Option D1: Casino Pedestrian Facilities	20
	Option D3: Arena Loading Zone Expansion	14
	Option D4: SOEC Crosswalks	39
	Option D5: Curling Club-Eckhardt Connection	16

⁴ The remaining responses chose “None of the above.”

3.6 Summary of Options Developed

Table 3.2 summarizes the recommendations for each option as previously evaluated according to the guiding principles and stakeholder and public engagement feedback.

Table 3.2: Summary of Option Development Recommendations

Option Series	Option Name	Screening Outcome
A Parking Reconfiguration & Addition	Option A1: Curling Club Lot Reconfiguration – 90° Parking	■ Screen-Out
	Option A2: Curling Club Lot Reconfiguration – Parallel Parking	■ Screen-Out
	Option A3: Curling Club Lot – Centre Parking	▶ Advance to Implementation Plan
	Option A4: Community / Convention Centre Lot	▶ Advance to Implementation Plan
	Option A5: Community / Convention Centre Lot – Drive Aisle	■ Screen-Out
	Option A6: West SOEC Lot	▬ Consider for Long-Term Planning
	Option A7: New Eckhardt Lot	▬ Consider for Long-Term Planning
	Option A8: Eckhardt Lot Expansion	▶ Advance to Implementation Plan
	Option A9: New Creston Lot	▶ Advance to Implementation Plan
	Option A10: Baseball Diamond Lot	■ Screen-Out
	Option A11: Parking Structure	▬ Consider for Long-Term Planning
B Parking Policies & Management	Option B1: On-Street Restrictions	▶ Advance to Implementation Plan
	Option B2: Off-Street Parking Restrictions	▶ Advance to Implementation Plan
	Option B3: Staff Parking	■ Screen-Out
	Option B4: Pay Parking	▬ Consider for Long-Term Planning
	Option B5: Dynamic Message Signs	▶ Advance to Implementation Plan
C Wayfinding	Option C1: Site Access Wayfinding Signage	▶ Advance to Implementation Plan
	Option C2: On-Site Wayfinding Signage	▶ Advance to Implementation Plan
D Pedestrian Facilities	Option D1: Casino Pedestrian Facilities	▶ Advance to Implementation Plan
	Option D2: Casino Pedestrian Facilities – Extended	■ Screen-Out
	Option D3: Arena Loading Zone Expansion	■ Screen-Out
	Option D4: SOEC Crosswalks	▶ Advance to Implementation Plan
	Option D5: Curling Club-Eckhardt Connection	▶ Advance to Implementation Plan

4.0 IMPLEMENTATION STRATEGY

This project focuses on short to medium term improvements for parking at the SOEC complex. Through the option development process, some options were identified that may be considered in long-term planning for the SOEC site. All options deemed appropriate for the SOEC tenants and users are prioritized for implementation below. The proposed projects and implementation schedule are purely recommendations and may change according to future long-term planning at the SOEC complex.

Planning-level cost estimates were completed for all options that are recommended for implementation. All quantities were estimated based on the concept design drawings (included in **Appendix D**) and unit rates were based on recent projects in the region. A contingency rate of 35% was applied to all capital and construction costs, which is in line with MoTI standards for Conceptual and Planning-level (Level-D) cost estimates. The complete cost estimates are included in **Appendix E**.

The following section summarizes each option that is recommended to move forward to implementation and is shown with the total level-D cost estimate and a summary of the project justification. Conceptual design drawings and complete Level-D cost estimates and for the options listed below can be found in **Appendices D** and **E**.

4.1 Short-Term (1-2 years) Projects

The projects that can be implemented in the short term, approximately over the next one or two years, are summarized below in **Table 4.1**. These options require minimal design and tend to be lower cost.

Table 4.1: Short-Term Projects Summary

Option Series	Option Name	Cost Estimate (2018 \$k)	Identified Issue	Improvement
B Parking Policies & Management	Option B1: On-Street Restrictions	Operational Cost	On-street parking pressures	Reduces on-street parking impacts
	Option B2: Off-Street Parking Restrictions	Operational Cost	Parking demand pressures	Increases turnover at high-demand areas.
C Wayfinding	Option C1: Site Access Wayfinding Signage	\$12	Traffic circulation & congestion	May reduce traffic congestion
	Option C2: On-Site Wayfinding Signage	\$93	Pedestrian connectivity	Improves pedestrian accessibility
D Pedestrian Facilities	Option D4: SOEC Crosswalks	\$21 ⁵	Pedestrian connectivity & safety	Improves pedestrian safety

⁵ Cost estimate represents option with painted crosswalks, not the optional raised crosswalk.

4.2 Medium-Term (3-5 years) Projects

The projects identified for medium-term implementation, approximately within the next three to five years, are summarized below in **Table 4.2**. These projects require further design and construction and, hence, tend to have a higher cost associated.

Table 4.2: Medium-Term Project Summary

Option Series	Option Name	Cost Estimate (2018 \$k)	Identified Issue	Improvement
A Parking Reconfiguration & Addition	Option A3: Curling Club Lot – Centre Parking	\$101	Parking demand pressures	Increases parking supply
	Option A4: Community / Convention Centre Lot	\$71	Parking demand pressures	Increases parking supply
	Option A8: Eckhardt Lot Expansion	\$530	Parking demand pressures	Increases parking supply
	Option A9: New Creston Lot	\$180	Parking demand pressures	Increases parking supply
D Pedestrian Facilities	Option D1: Casino Pedestrian Facilities	\$91	Inadequate pedestrian connectivity & safety	Improves pedestrian connectivity and safety
	Option D5: Curling Club-Eckhardt Connection	\$30	Inadequate pedestrian connectivity & safety	Improves pedestrian connectivity

4.3 Considerations for Long-Term (5+ years) Projects

Some of the conceptual options developed are recommended for further consideration and future planning at the SOEC. These options are summarized below in **Table 4.3**, along with an estimated cost range.

Table 4.3: Long-Term Project Consideration Summary

Option Series	Option Name	Cost Estimate (2018 \$k)	Identified Issue	Improvement
A Parking Reconfiguration & Addition	Option A6: West SOEC Lot	\$570	Parking demand pressures	Increases parking supply
	Option A7: New Eckhardt Lot	\$770	Parking demand pressures	Increases parking supply
	Option A10: Parking Structure	TBD estimate \$35k per parking space	Parking demand pressures	Significantly increases parking supply
B Parking Policies & Management	Option B4: Pay Parking	Operational Cost	Parking demand pressures	Typically effective TDM tool Encourages turnover

4.4 Next Steps

Following the completion of this draft report, *Parking Strategy and Traffic Management Plan for the SOEC*, the following steps are proposed to move forward with implementation and integration of the recommended improvement options.

- ▶ Meet with staff from the Penticton District office of the Ministry of Transportation and Infrastructure to discuss improvement options that affect conditions along Eckhardt Avenue (Highway 97).
- ▶ Refine improvement options upon feedback from City staff on this Parking Strategy and Traffic Management Plan – Draft Report.
- ▶ Presentation of study findings and recommendations to City Council.
- ▶ Initiate short-term option implementation.
- ▶ Begin design and further planning for medium-term and long-term options.
- ▶ Consider implementing TDM measures, such as:
 - Designated carpool / ride-share parking spaces,
 - Transit subsidies for SOEC complex staff,
 - Improved pedestrian, bicycle, and transit facilities connecting to and within the SOEC complex,
 - Bike valets for special events and busy weekends, and
 - Trip end facilities.
- ▶ Work with BC Transit and HandyDART to discuss opportunities to improve transit accessibility and services to the SOEC, specifically for users with mobility challenges.
- ▶ Continue to inform the public about improvements and changes to parking at the SOEC as the implementation strategy is followed and undertake additional community engagement where it is beneficial to confirm public preference and acceptance for any high-profile improvement options.

APPENDIX A

Parking Analysis SOEC Report (2015)

Date: December 7, 2015
To: Mitch Moroziuk
cc:
From: James Donnelly
File: 1017.0053.12
Subject: Parking Analysis South Okanagan Events Centre (SOEC)

1.0 INTRODUCTION

The City of Penticton has requested that Urban Systems Ltd. investigate the potential parking impacts of a proposed new development on the South Okanagan Events Centre (SOEC) site, including any potential variances that may be required. The south-east corner SOEC site, has been identified for the potential relocation of the Lake City Casino and several associated uses, which would likely result in an increased demand for parking and a net reduction in parking supply on the SOEC site.

In order to better understanding the impacts of the proposed development on parking for the SOEC site this analysis considers, current SOEC parking supply and demands, the parking impacts of the development and alternative parking solutions to accommodate displaced parking customers. Additionally, this investigation will determine whether or not any parking variances will be required as a result of this development.

2.0 METHODOLOGY

To determine the impacts of the proposed casino development on supply and demand for parking in the SOEC area, off-street parking on the site was inventoried to verify the current number of stalls, the current level of utilization. This inventory was then adjusted based on expected changes resulting from the proposed casino development. This was done to analyze changes in parking demand and supply before and after the construction of the Casino Complex. This analysis involved establishing how much parking would be lost permanently, and how much new parking would be added as a result of the development.

To determine the potential impact of the development on parking demand, an equivalency factor was used to estimate the parking impacts of both new development during periods of peak demand (generally during major events). This equivalency factor applies a ratio of 2.5 people per vehicle to determine the parking impacts of events taking place at the SOEC based on the number of people attending.

The evaluation of new parking demands also involved estimating the number of employees that would be working at the SOEC and Casino Complex. This analysis is based on an estimate of 300 employees distributed over 2.5 shifts between 10 am and 2 am for the Casino and a maximum of 100 employees working at other SOEC facilities throughout the day. These numbers were provided by the casino developer and SOEC facility managers, and have been used to determine how much parking is required for employees on-site.

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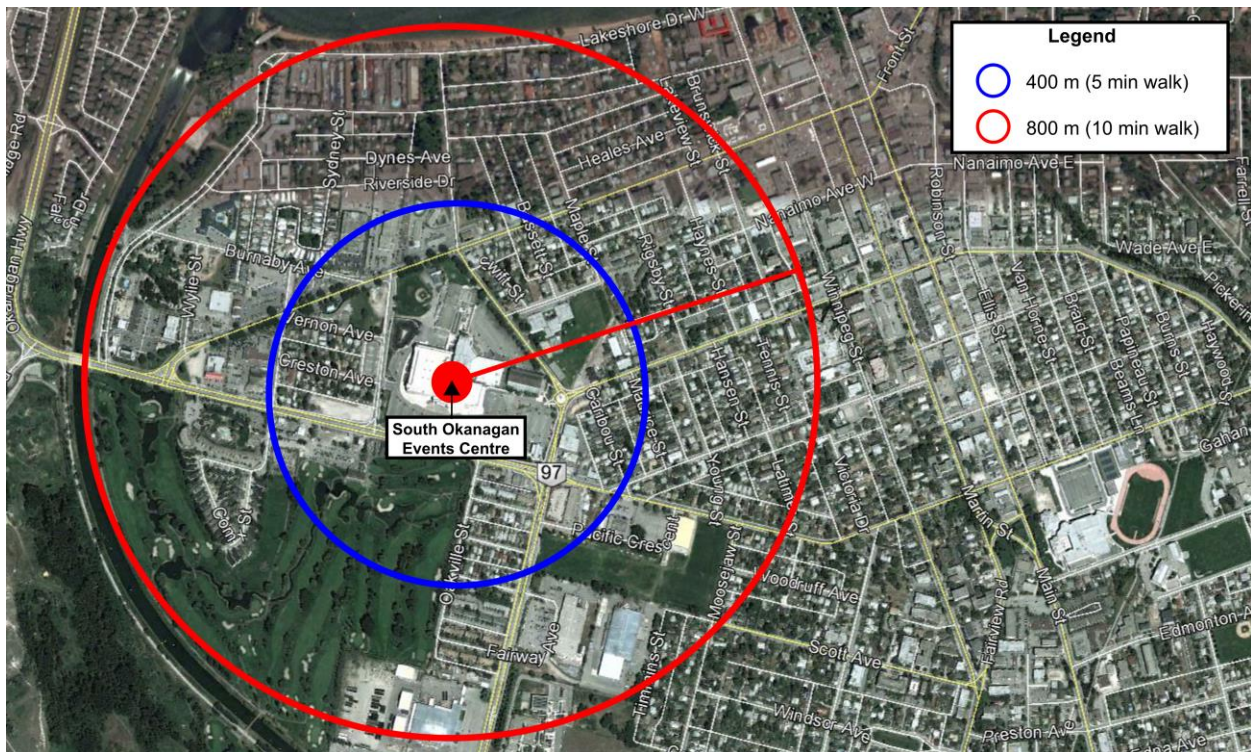
Travel modes for, SOEC visitors, casino guests and employee were also estimated. These assumptions are based on a report provide by Read, Voorhees & Associates (2006), and data from Statistics Canada (2011).

The results of this analysis is a high-level estimate of the number of stalls available (supply), the number of stalls required (demand), and the total parking surplus or deficit of the SOEC before and after the development of the Casino Complex. Importantly, this analysis also evaluates the availability of other off-street parking and on-street parking options within a 10 minute walk.

2.1 Study Area

For the purpose of this analysis the SOEC area boundary was defined as the area surrounding the SOEC that is within 800m or a 10 minute walk. This distance was chosen as the maximum threshold for which pedestrians will park and walk to utilize the facilities at SOEC and/or the proposed Casino Complex. This study area along with 5 and 10 min walking distances are shown in **Figure 1.0** (below).

Figure 1.0 – SOEC Parking Study Area, Penticton BC:



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3.0 EXISTING CONDITIONS

The following section evaluates the existing parking demand and supply in the study area, including:

- the current parking supply and levels of utilization of on-site parking at the SOEC during different periods of the day, week and year;
- current parking demands for the SOEC site;
- employee parking demands; and,
- modes of travel being use (ratio).

3.1 Existing Parking Supply

The following section provides an overview of existing parking supply, including all available on-street and off-street parking in the study area (see **Table 1.0** and **Figure 2.0** below).

Table 1.0 - Existing Parking Supply

PA #	Location	Number of Spaces	Off-Street / On Street	Distance
1	South Okanagan Events Centre Parking	1185	Off-street	On-site
2	SOEC South-West Corner Lot	143	Off-street	5 Minute Walk
3	Kings Park	210	Off-street	
4	Power street	17	On-street	
5	Birch Street	33	On-street	
6	Oakville Street	93	On-street	
7	Comox Street	42	On-street	
8	Wade Avenue	50	On-street	
9	Westminister Avenue	40	On-street	
10	Burnaby Avenue	60	On-street	
	Total (off-street)		353 spaces	
	Total (on-street)		335 spaces	
	Total		688 spaces	
12	Lackawana park	38	Off-street	10 Minute Walk
13	Riverside Park	43	Off-street	
4	Power Street	50	On-street	
8	Wade Avenue	58	On-street	
9	Westminister Avenue	90	On-street	
10	Burnaby Avenue	30	On-street	
11	Eckhardt Avenue	117	On-street	
	Total (off-street)		81 spaces	
	Total (on-street)		345 spaces	
	Total (public)		426 spaces	
Totals				
Total (off-street) = 1619 spaces				
Total (on-street) = 680 spaces				
Total = 2299 spaces				

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Figure 2.0 - Parking Space Locations



As shown by **Table 1.0** and **Figure 2.0**, the current parking capacity of the SOEC site is 1185 spaces. When this is added to the other off-site off-street parking available there are approximately 1619 off-street spaces and 680 on-street parking spaces in the study area; 2299 spaces total. Using an equivalency factor of 2.5 people per vehicle it is estimated that this amount of parking is able to accommodate, approximately 5748 people. Further, if 10% of all attendees (approximately 575 people) use alternative modes of transportation, such as walking, cycling, transit and taxis to attend events the total existing on-street and off-street parking inventory can accommodate a total of 6323 people attending events at the SOEC.

It should also be noted that this total includes several city-owned off-street lots located in several parks throughout the study area (i.e. Kings, Lackawana and Riverside). The largest of these lots is the 210 space parking lot attached to Kings Park, which is a 5 min walk from the SOEC. It can be assumed that the parking lot at Kings Park could be fully utilized during virtually all major events at the SOEC; as although the fields do have lights the peak hours for parking are normally during the day. Further, the City also currently owns a large lot next to the South-west corner of the SOEC complex. This lot is currently large enough to accommodate over 100 spaces, but as shown in **Figure 3.0** this could be increased to 143 spaces if the lots was paved and parking stalls were formally lined and designated.

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Figure 3.0 - City- owned lot South-West Corner SOEC on Eckhardt Ave. W



3.2 Current Parking Demands - SOEC Site

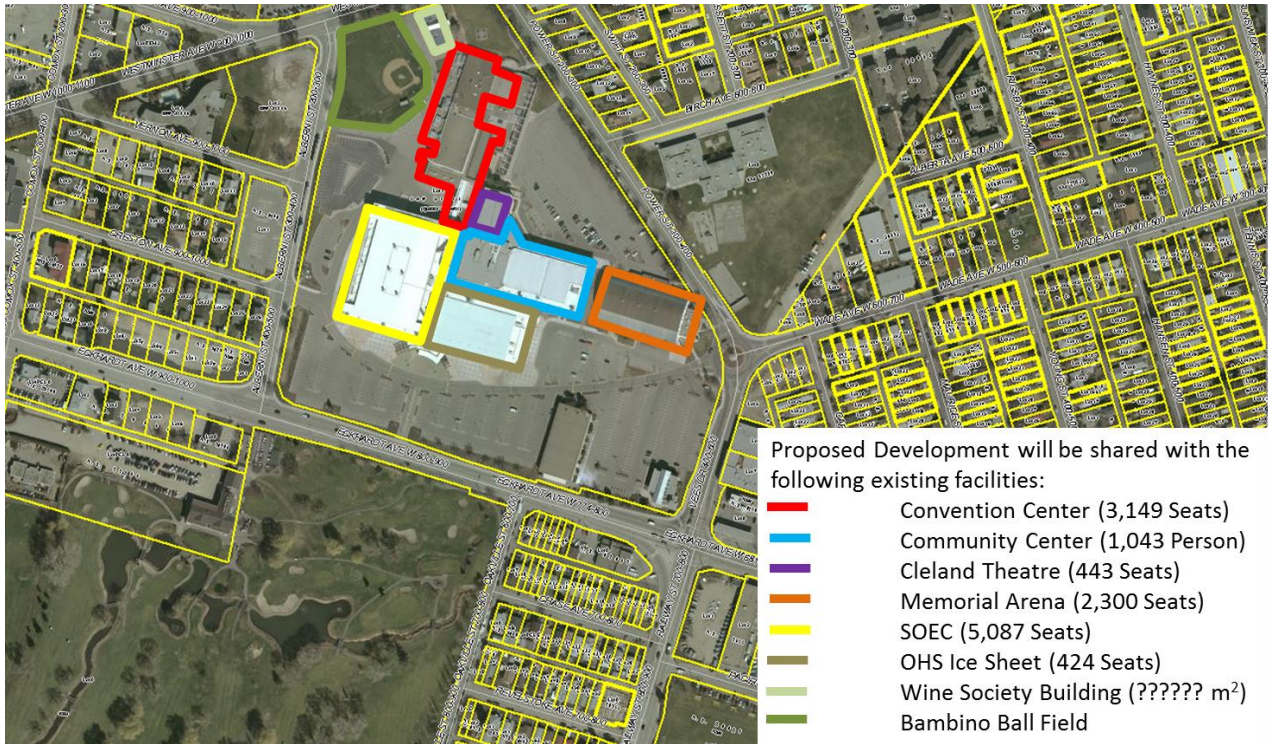
The City’s Zoning Bylaw outlines requirements for the number of parking spaces needed for the current SOEC facility, as well as the proposed development. In 2006, during the process of the developing the SOEC, the City of Penticton contracted Read, Voorhees & Associates from Toronto to conduct a Traffic Impact Study for the facility, including a detailed parking analysis. One of the outcomes of this study was a recommendation for a variance to allow the development to proceed on the basis that the total on-site and off-site parking supply was sufficient to meet a maximum parking demand of 1800 spaces for a full 5000 person capacity event in the events centre.¹ This variance requested a reduction of 580 spaces from the minimum required 1000 spaces for assembly use down to 420 spaces. The previous facility the “Queens Park Complex” had 765 spaces and with the removal of 2 playing fields 420 new spaces were added for a total of 1185 spaces. The current parking needs of SOEC site are based on the following assembly, park and commercial uses, which co-exist on site utilizing the existing 1185 spaces (see Figure 4.0).

¹ Read, Voorhees & Associates. (October 2006). South Okanagan Events Center Penticton Traffic Impact Study.

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Figure 4.0 - SOEC Site and Facilities



However, it should be noted that since this variance was issued the Zoning Bylaw was updated in 2011 and the new parking requirements for an Assembly Use, such as the SOEC are now simply 1 parking space per 50m² of net floor area (NFA). When calculated using this new method the current SOEC facility at approximately 38,500 m² (estimate) would only require about 840 parking spaces (estimate). This is substantially less than what was required in the previous bylaw.

Table 2.0 shows the peak parking demand and time for each use on the site. However it should be noted that generally peak parking demand for each of the uses do not occur simultaneously, but rather as combination of smaller activates and major events occurring at random times throughout the day, week, and year. Further, major events for each facility rarely occur on the same day.

Table 2.0 - Peak Parking Demand - SOEC Site

Use	Parking Demand	Estimated Peak Parking Demands ²	Peak Parking Demand Timing
Convention Center	3,149 seats	1130 spaces	All year - various events days / nights - weekdays / weekends
Community Center	1,043 people	50 spaces	Early Evening / All year – All Day Use
Cleland Theatre	443 seats	180 spaces	All year - various events, mostly evenings - weekdays / weekends
Memorial Arena	2,300 Seats	830 spaces	Fall / winter- hockey games
SOEC	5,087 Seats	1800 spaces	All year - major events/ hockey games (6 days annually) - weekend evenings
OHS Ice Sheet	424 Seats	150 Spaces	Winter -Hockey tournaments weekend mornings / afternoons
Wine Society Building	600 m ²	25 spaces	Summer - afternoons 2-5 pm
Bambino Ball Field	1 field	25 spaces	Summer - M-F 5-9 pm
	Total	4190 spaces	

In general, the off-street parking supply on the SOEC site has been sufficient for the uses on site (listed in **Table 2.0**), and the majority of events taking place at SOEC.

On average 55 of the 61 events hosted each year involve less than 3300 people in attendance and on non-event days there is ample parking for the community activities taking place in adjacent facilities, such as the community centre, bambino baseball fields, and theater. For the majority of events with fewer than 3300 people in attendance parking demand can be met by the 1185 space on site.³

On average, six nights a year require event attendees to find parking off site. These typically include large concerts or the combination of several smaller events being held simultaneously at the arena and conventions centre. These large events typically, include:

- 3 anticipated events per year between 3300 – 4250 people
- 1 anticipated events per year at 5000 people
- 2 concerts at 6260 people

Over the last several years facility staff have indicated that on-site parking is sufficient with the exception of the six weekends a year when multiple events are taking place. Therefore, it is assumed that the average parking demand for the site will often be significantly less than the peak level of demand experienced on the six aforementioned events days. An average parking demand scenario is set out in **Table 3.0** (below) to demonstrate the typical level of parking demand experience throughout the year.

² Average parking demand based Read, Voorhees & Associates Traffic Impact Study and estimates provided by facility managers. Assumes mode-share of 90% automobile use and average of 2.5 people per vehicle.

³ Average parking demand based Read, Voorhees & Associates Traffic Impact Study and estimates provided by facility managers. Assumes mode-share of 90% automobile use and average of 2.5 people per vehicle.

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Table 3.0 - Average Parking Demand SOEC Site

Use	Parking Demand	Estimated Average Parking Demands ⁴	Assumptions Average Parking Demand Timing
Convention Center	500 people	180 spaces	Event 500 people
Community Center	100 people	36 spaces	100 people Average throughout day
Cleland Theatre	250 seats	90 spaces	Theater Event 60% full
Memorial Arena	200 seats	72 spaces	Minor Hockey Event
SOEC	2000 Seats	720 spaces	Hockey game 40% full
OHS Ice Sheet	30 Seats	11 Spaces	Training
Wine Society Building	-	-	Not in Use
Bambino Ball Field	-	-	Not in Use
Total	3080 people	1109 spaces	

As shown by **Table 3.0** (above), even on a busy average night with several on-going events there is sufficient parking available on-site. Overall, this demonstrates that prior to the construction of the Casino there is a more than adequate supply of parking to meet the needs of those driving and parking at the SOEC for events or otherwise.

3.3 Employee Parking Demand

It is estimated that currently there are approximately 100 employees working at the SOEC during peak hours, which usually occur on evenings and weekend during hockey games and other major events. During non-event hours there is approximately 50 spaces in use by employees. In addition to the SOEC employees other event participants, such as opposing hockey teams and concert support staff traveling with performers, will utilize large areas parking before and after events to set-up/take down stages and provide general support during events.

3.4 Modes of Travel

Previous reports provided by Read, Voorhees & Associates suggest that the current mode share for event attendees going to the SOEC is dominated by personal vehicle use with 90% of travel to the site being with personal automobile. Further, it is assumed that the remaining 10% will walk (4.0%), take transit (2.0%), and taxi / drop-off (4.0%) as shown in **Table 4.0** (below).

Table 4.0 - Modes of Travel - Event Attendees

Mode of Travel	Car	Walk	Transit	Taxi / Drop-off
Event Attendees	90%	4%	2%	4%

⁴ Average parking demand based Read, Voorhees & Associates Traffic Impact Study and estimates provided by facility managers. Assumes mode-share of 90% automobile use and average of 2.5 people per vehicle.

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It is anticipated the mode of travel used by employees of the SOEC will be different than those attending events. Therefore, data from Statistics Canada along with antidotal information from facility managers was used to determine the mode share of SOEC employees. The mode share for SOEC employees is shown in **Table 5.0**.

Table 5.0 - Modes of Travel - SOEC Employees

Mode of Travel	Car	Walk	Transit	Cycling	Other
Event Attendees	83%	10.5%	1%	3%	2.5%

As shown, SOEC employees are more likely to walk or cycling to work at the SOEC than those attending events likely reducing their overall impact on the SOEC parking supply.

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4.0 PROPOSED DEVELOPMENT

The development of the proposed Casino Complex on the SOEC site is likely to result in an increased demand for parking in the study area. The proposed development will include a Casino, Restaurant, Kitchen, and Back of House area for staff. It will also incorporate the existing VQA Wine Country Visitors Centre and a liquor store. As shown by **Figure 5.0** and **Table 6.0** the proposed development is anticipated to be 5,234 m² in area. The hours of operation will be 10 am to 2 am seven days a week.

Figure 5.0 – Proposed Casino Complex - Building Footprint

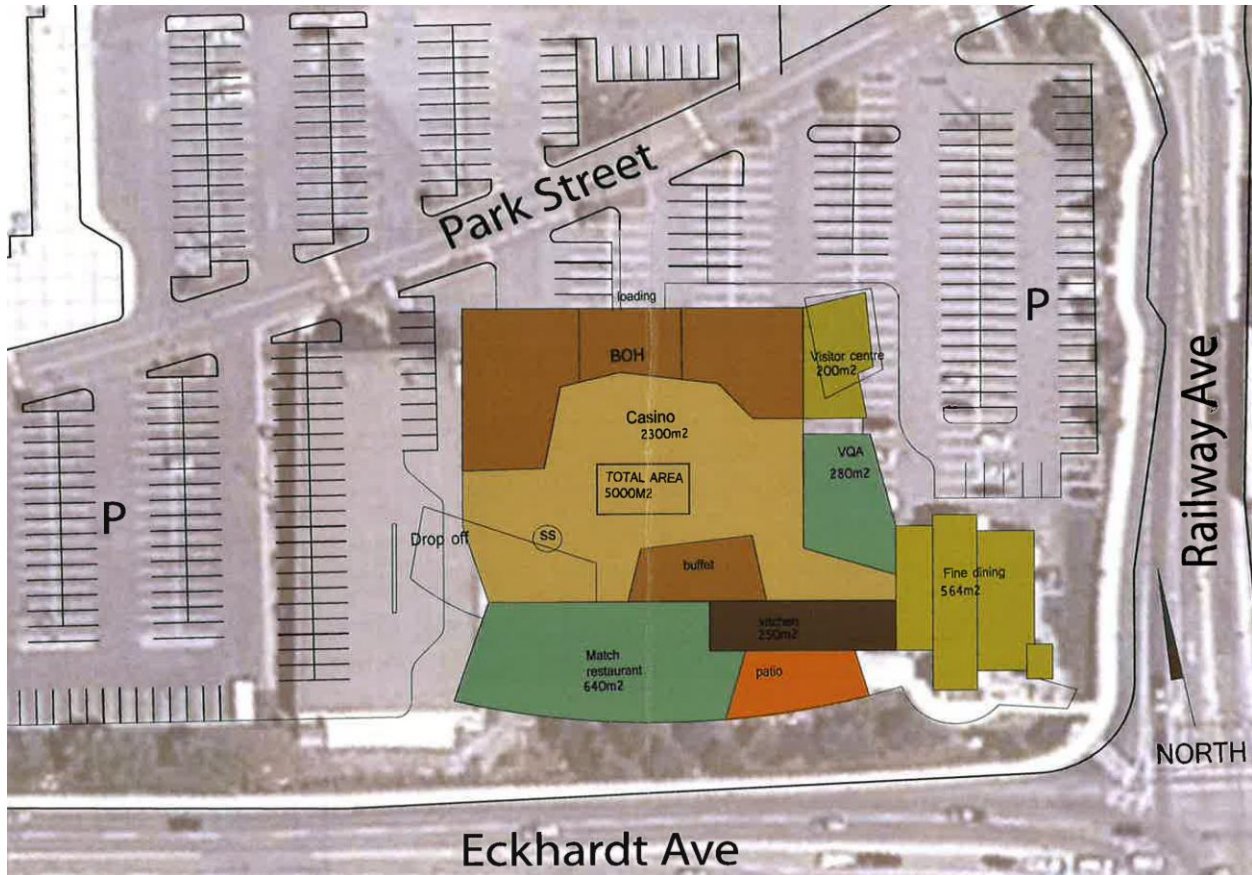


Table 6.0 - Proposed Casino Complex - Building Footprint

Use	Area (m ²)
Casino	2,300 m ²
Back of House	1,000 m ²
Restaurant	640 m ²
Restaurant	564 m ²
Kitchen	250 m ²
Visitor Centre	200 m ²
Liquor Store	280 m ²
Total	5,234 m²

Observations of similar stand-alone developments suggest a desired parking demand of 300 - 400 spaces. Based on discussions with Gateway a target of 350 spaces was determined. This is likely to exceed minimum parking requirements (see **Section 4.3**); and would likely result in increased demand being placed on the existing SOEC parking facility (see **Table 7.0**). 350 spaces will be used as our parking demand estimate for the casino throughout the remainder of the report.

Table 7.0 - Estimated Peak Parking Demand – Casino Complex

Use	Parking Demand	Estimated Peak Parking Demands ⁵	Peak Parking Demand Timing
Casino Complex	5,234 m ²	350 spaces	All year- 10 pm–1am weekend evenings

The impacts of this increased demand is further explored in the body of this report.

4.1 Parking Demand Scenarios

The following section breaks down changes in parking demand and supply resulting from the proposed Casino Complex.

This analysis assumes that if constructed the Casino Complex will increase the total demand for parking by approximately 350 spaces during peak evening hours between 10 pm and 1 am on weekends. It is also anticipated the Casino Complex will have 300 employees working over 2.5 shift a day creating a parking demand of 100 vehicles; assuming 83% of all employee drive to work.⁶ Moving forward, it should be assumed that this is included in the Casino's total peak parking demand of 350 spaces.

The Casino Complex's peak hours of operation and peak hours of traffic are expected to coincide with several other uses on the SOEC site namely the SOEC, Convention Centre, and memorial arena during major events, such as concerts and hockey games. However, major conflicts are only expected to occur on a handful of nights throughout the year; approximately six weekends annually. Further, it can be assumed many will attend both events at the SOEC and the Casino on the same night.

In addition to increasing parking demands the construction of the Casino Complex on the current site of the Penticton Curling Club and the VQA Wine Country Visitors Centre would also result in a loss of 106 parking spaces; decreasing the SOEC's total on-site parking to 1079 spaces (see **Table 8.0** below). However, due to the fact that not all of these spaces are in use because of relatively high vacancy rates the actual loss of typically occupied parking spaces limited with the exception of major events.

Table 8.0 - Changes in SOEC Parking with Casino Complex

Changes in Parking Availability	Current	After Proposed Development	Change
South Okanagan Events Centre Parking	1185 spaces	1079 spaces	106 spaces

Tables 9.0 - 11.0, outline three scenarios for increased parking demand resulting from the development of the Casino Complex, which is expected increase parking demand by 350 spaces. The three scenarios are as follow:

⁵ Based on information provided by the owner/developer

⁶ Statistics Canada. 2013. Penticton, CY, British Columbia (Code 5907041) (table). National Household Survey (NHS) Profile. 2011 National Household Survey. Statistics Canada Catalogue no. 99-004-XWE. Ottawa. Released September 11, 2013. <http://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/prof/index.cfm?Lang=E> (accessed August 28, 2015).

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Scenario 1 - Assumes a busy average night with several on-going events – event at the SOEC and a few secondary events for 1500 people either at the arena, theater or convention centre on an average non-weekend night (i.e. Monday - Friday) while the Casino is in operation at around 50% (see **Table 9.0**). Parking Demand for SOEC Secondary Events and Activities is estimated as 1500 people x 90% of people driving at 2.5 people per vehicle; equals 540 spaces.

Scenario 2 - Assumes one major event for 3,500 people at the SOEC and a few secondary events for 1500 people either at the arena, theater or convention centre, during a time of peak parking demand (i.e. Friday and Saturday evenings) while the casino is in operation at 100% capacity (see **Table 10.0**). Parking Demand for SOEC Secondary Events and Activities is estimated as 1500 people x 90% of people driving at 2.5 people per vehicle; equals 540 spaces. Parking Demand for SOEC Major Event is estimated as 3500 people x 90% of people driving at 2.5 people per vehicle; equals 1,261 spaces.

Scenario 3 - Assumes one major event for 5,000 people at the SOEC and a few secondary events for 1,500 people either at the arena or convention centre, during a time of peak parking demand (i.e. Friday and Saturday evenings) while the Casino is in operation at 100% capacity (see **Table 11.0**). Parking Demand for SOEC Secondary Events and Activities is estimated as 1500 people x 90% of people driving at 2.5 people per vehicle; equals 540 spaces. Parking Demand for SOEC Full Capacity Event is estimated as 5000 people x 90% of people driving at 2.5 people per vehicle; equals 1,800 spaces.

Table 9.0 – New Average Parking Demand (Scenario 1)

New Parking Demands	Equivalent Parking Demand ⁷
Casino Complex	175 spaces
SOEC Complex (Major Event)	0 spaces
SOEC Complex (Secondary Events and activities)	540 spaces
Parking Demands	715 spaces

In **Scenario 1**, an increase in peak parking demand due to the construction of the Casino results in an overall demand of 715 spaces; assuming 90% of all event attendees travel by personal automobile.

Table 10.0 – New Peak Parking Demand (Scenario 2)

New Parking Demands	Equivalent Parking Demand ⁸
Casino Complex (peak demand)	350 spaces
SOEC Complex (Major Event)	1,260 spaces
SOEC Complex (Secondary Events and activities)	540 spaces
Parking Demands	2,150 spaces

⁷ Equivalency factors were used to establish the parking impacts assumes mode-share of 90% automobile use and average of 2.5 people per vehicle.

⁸ Equivalency factors were used to establish the parking impacts assumes mode-share of 90% automobile use and average of 2.5 people per vehicle.

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In Scenario 2, an increase in peak parking demand of 350 spaces due to the construction of the Casino results in an overall demand of 2,150 spaces; assuming 90% of all event attendees travel by personal automobile.

Table 11.0 – New Maximum Parking Demand (Scenario 3)

Table with 2 columns: New Parking Demands, Equivalent Parking Demand^9. Rows include Casino Complex (peak demand), SOEC Complex (Full Capacity Event), SOEC Complex (Secondary Events and activities), and a total of 2,690 spaces.

In Scenario 3, an increase in peak parking demand of 350 spaces due to the construction of the Casino results in an overall demand of 2,690 spaces; assuming 90% of all event attendees travel by personal automobile.

The three scenarios presented above are expected to occur infrequently. The estimated frequency of occurrences are presented in Table 12.0 (below)

Table 12.0 – Scenario Frequency

Table with 2 columns: Scenario, Frequency. Rows include Scenario 1 - New Average Parking Demand (1-2 days a week), Scenario 2 - New Peak Parking Demand (Maximum of 50 days a year), and Scenario 3 - New Maximum Parking Demand (1-3 days a year).

As shown in Tables 9.0 – 12.0 (above) the development of the Casino Complex will result in an on-site surplus of about 364 spaces in Scenario 1 (average), a shortage of 1,071 spaces in Scenario 2 (peak), and a shortage of 1611 spaces in Scenario 3 (maximum) based on an assumed number of 1079 on-site spaces (after 106 spaces are removed for the construction of the Casino).

4.2 Recommended Parking Demand for Analysis Purpose (Scenario 2)

As the mostly likely "Peak Demand" scenario, Scenario 2 will be used for the purpose of calculating peak parking demand events going forward in the report.

Scenario 2 results an overall demand of 2,150 spaces, which far exceeds the 1079 spaces at the SOEC site. This shortage of parking on-site means during major events many parking customers will have to be accommodated in other off-street and on-street parking spaces in the SOEC study area.

^9 Equivalency factors were used to establish the parking impacts assumes mode-share of 90% automobile use and average of 2.5 people per vehicle.

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Table 13.0 (below), breaks down the total parking supply and how many parking customers could be accommodated on-site and in the surrounding area on major events nights. It should be noted that this analysis assumes only 50% of the on-street spaces will be available, given many houses near the SOEC do not have access to private parking. It also assumes that the City will upgrade the city-owned off-street lot in the south-east corner of the SOEC site to add 143 spaces.

Table 13.0 – Anticipated Parking Supply (50% on-street availability)

Parking Supply	Number of Spaces
On-site	1079 spaces
Off-street (5 min walk)	353 spaces
On-street (5 min walk) (50%)	167 spaces
Off-street (10 min walk)	81 spaces
On-street (10 min walk) (50%)	173 spaces
Total Park Supply	1853 spaces

As shown by **Table 13.0**, there are approximately 774 public parking spaces off-site either on-street or off-street to supplement the 1079 spaces on the SOEC site. In total the 1853 spaces available would provide parking for 4633 people attending events at the SOEC at a ratio of 2.5 people per vehicle. A further 515 people (10%) would arrive by taxi, bus, bike and by walking supporting a total attendance of approximately 5,148 people using the SOEC site. As shown by **Table 14.0** this results in total parking shortage of 297 spaces in the recommended scenario (**Scenario 2 - Peak Demand**).

Table 14.0 – Anticipated Parking Surplus/Deficit (Scenario 2):

Parking Supply	Scenario 2
Total Parking Demand	2,150 spaces
Total Parking Supply	1853 spaces
Total Parking Difference	- 297 spaces

4.3 Zoning Bylaw Parking Requirements

Based on the proposed development plan presented in **Figure 5.0** and **Table 6.0** at the beginning of this section, the Casino Complex would require a minimum of 152 parking spaces based on **Table 7.5** of City's Zoning Bylaw (see **Table 15.0** below).

Table 15.0 – Casino Complex Parking Calculation (Zoning Bylaw) – Parking stalls

Use	Area (m ²)	Rate No/m ²	Requirement	Comments
Casino	2,300	1/30	77	
Back of House	1,000	1/30	33	Assumption based on approximate area and office rate
Restaurant	640	1/50	13	Required 1 loading stall
Restaurant	564	1/50	11	Required 1 Loading stall
Kitchen	250	1/50	5	Using same rate as restaurant

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Visitor Centre	200	1/30	7	Calculated using the rate for Offices
Liquor Store	280	1/50	6	
Total	5,234		152	2 Loading stalls

Based on the proposed development plan presented in **Table 6.0**, the Casino Complex would also require a minimum of 38 Class 1 bicycle stalls based on the Commercial uses indicated in **Table 7.3** of Zoning Bylaw (2 required stalls, plus 1 stall per 125m² (excluding the first 250m²)). Additionally, the development will also require 38 Class 2 bicycle stalls, calculated using an identical rate calculation. Therefore, a total **76 stalls** are required (see **Table 16.0** below).

Table 16.0 - Casino Complex Parking Calculation (Zoning Bylaw) – Bicycle Stalls

Use	Area (-250m ²)	Class 1 Requirements (2+1/125m ²)	Class 1 Requirements (2+1/125m ²)	Total Required Bicycle Parking
Casino	2,050	18	18	36
Back of House	750	8	8	16
Restaurant	390	5	5	10
Restaurant	314	5	5	10
Kitchen	0	0	0	0
Visitor Centre	0	0	0	0
Liquor Store	30	2	2	4
Total	3,534 m²	38 stalls	38 stalls	76 stalls

The City’s Zoning Bylaw provides further requirements related to shared parking, small car, and offsite parking.

In general, shared use of off-street parking is permitted under the condition that the shared off-street parking area is for two or more uses that have maximum parking demands at different periods of the day. Off-site parking is also permitted as long as it is located within 200 m (for C5 zone) or 120.0 m (for all other zones) of the site; this distance is measured along a public pathway or sidewalk route from the nearest point of the parking to the nearest point of the site of the permitted use served by the parking. Finally, up to 25% of off-street parking spaces may be designed as small car parking spaces in accordance with **Table 7.2** of the City’s Zoning Bylaw.

It should also be noted that under the new Zoning Bylaw requirements the existing SOEC complex would only require 1 parking spaces for every 50m² of net floor area, for all facilities; meaning the existing parking lot with 1079 spaces would be sufficient for up to 53,950m² of development on the SOEC site. This is far less than what is required in the previous Zoning Bylaw (No. 87-65).

As shown by **Table 17.0** (below), the existing SOEC facilities with the proposed Casino Complex added would only total about 38,500 m², which would only require 837 spaces total (including the Casino). This would mean that the SOEC site even with the proposed Casino Complex would still provide 242 spaces beyond the minimum parking requirements of the current Zoning Bylaw.

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Table 17.0 – SOEC complex Minimum Parking Requirements - Current Zoning Bylaw:

Facility	Estimated Net Floor Area (m ²)	Parking Requirements Zoning Bylaw
SOEC and OHS	16,250 m ²	325 spaces
Convention Centre	6,000 m ²	120 spaces
Community Centre & Cleeland Theater	7,000 m ²	140 spaces
Memorial Arena	4,000 m ²	80 spaces
Bambino Ball Field	1 field	20 spaces
Casino Complex	5,234 m ²	152 spaces
Total Net Floor Area	38,484 m²	837 spaces

4.4 Impact of the Development on Parking

The increased parking demand (350 spaces) and loss of 106 spaces resulting from the development of the proposed Casino Complex, results in a parking shortfall of 456 spaces from current levels. This means that if 350 of the 1079 remaining on-site parking spaces at the SOEC are used by casino guests and employees, there will be approximately 729 spaces for event attendees; enough parking for approximately 2025 people.¹⁰ Therefore, the proposed Casino Complex on the SOEC site will have a relatively minor impact on parking most nights. Further, the existing parking on site far exceeds the minimum parking requirements found in the City’s Zoning Bylaw. Although, during peak hours of Friday and Saturday evenings for days where large events (more than 2,025 people) are taking place at the SOEC and/or conference center, parking demand will likely exceed the on-site parking supply of the SOEC. However, during nights where events with over 2,025 people are in attendance the presence of other large city owned off-street lots, private lots and on-street parking will likely provide sufficient overflow parking for event attendees and casino guests. Only when event attendance exceeds 4175 people (approx. 3 times annually), and the casino is in full use 973 people (including employees) will excess parking be required.

¹⁰ Average parking demand based Read, Voorhees & Associates Traffic Impact Study and estimates provided by facility managers. Assumes mode-share of 90% automobile use and average of 2.5 people per vehicle.

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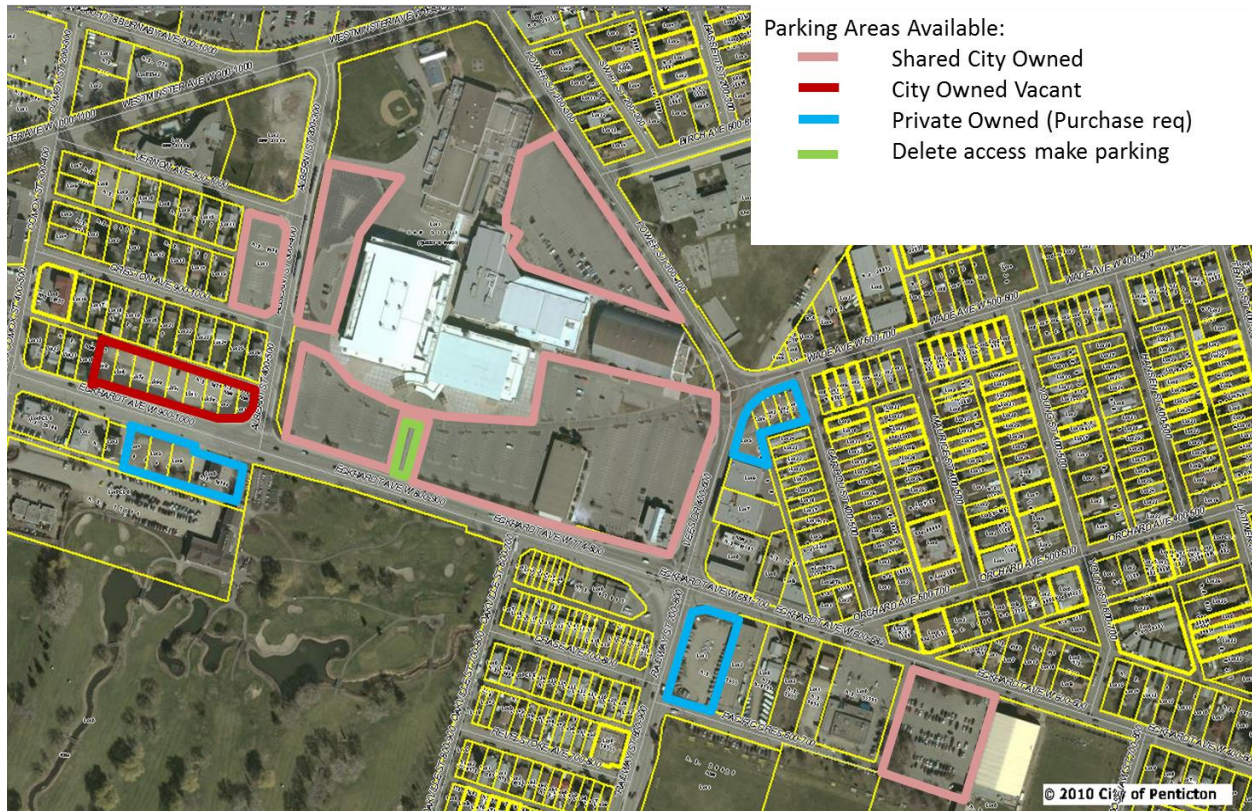
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5.0 ALTERNATIVE PARKING OPTIONS

On rare occasions when a major events are taking place and over 5,148 people are using facilities on the SOEC site additional parking options may be required. As shown in **Table 14.0** in **Section 4.3** an additional 297 spaces may be required to meet peak demand under **Scenario 2**.

There may be an opportunity for the developer or the City to meet this demand by acquiring overflow parking space in several neighboring lots adjacent to the SOEC. In addition to the large city-owned lot in the south-west corner (143 spaces) and Kings Park, several existing privately owned gravel lots surrounding the SOEC site could be acquired by the City or the developers to provide additional parking when needed (see **Figure 6.0**).

Figure 6.0 - Potential Overflow Parking Locations



These private lots, which are currently vacant and undeveloped, could provide an additional 211 spaces within a 5 min walk of the SOEC; their addresses, size, and assessed values are shown in **Table 18.0** (below) full lot profiles and cost estimates (excluding any remediation costs) can be found in **Appendix A**.

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Table 18.0 – Potential Property Acquisitions for Overflow Parking - (Private Lots)

Address	PID	Lot Size	Parking Capacity	Assessed Value	Class D Cost Estimates	Total Cost
910/920/932/946 Eckhardt Ave W	009-542-752 009-542-761 009-542-779 002-924-102	0.796 Acres	79 spaces	\$1,226,000	\$313,272	\$1,539,272
698 Eckhardt Ave W	006-642-942	0.950 Acres	87 spaces	\$965,800	\$315,555	\$1,281,355
400 Veas Dr	012-023-981 012-023-990 012-024-031 012-024-040	0.500 Acres	45 spaces	\$438,000	\$264,096	\$702,096
Totals		2.25 Acres	211 spaces	\$2,629,800	\$892,923	\$3,522,723

The private lots listed in **Table 18.0** combined with the two city owned off-street lots would provide 211 additional off-street parking spaces within a 5 minute walk. The cost of purchasing the land (\$2.63 million) and developing these sites into paved parking lots would cost about \$3,522,723.

As shown in **Table 19.0** the purchase of the 211 additional off-street parking spaces would result in a total parking supply of 2064 spaces within a 10 minute walk of the SOEC, enough to provide parking for approximately 5,734 people.¹¹ This would allow approximately 5,734 people to use the SOEC site assuming only 90% of all attendees arrive by car.

Table 19.0 - Total Parking Supply with Purchase of Private Off-Street Lots

Parking Supply	Number of Spaces
On-site	1079 spaces
Off-street (5 min walk)	353 spaces
On-street (5 min walk) (50%)	167 spaces
Off-street (10 min walk)	81 spaces
On-street (10 min walk) (50%)	173 spaces
Private Off-Street Lots	211 spaces
Total Park Supply	2064 spaces

Options for reconfiguring the existing SOEC parking lot were also evaluated at a high level, however, it was determined that very few spaces could be added to the existing inventory, and that the potentially very high costs of reconstruction would greatly exceed the limited benefit. This included consideration of the removal of the temporary entry on Eckhardt.

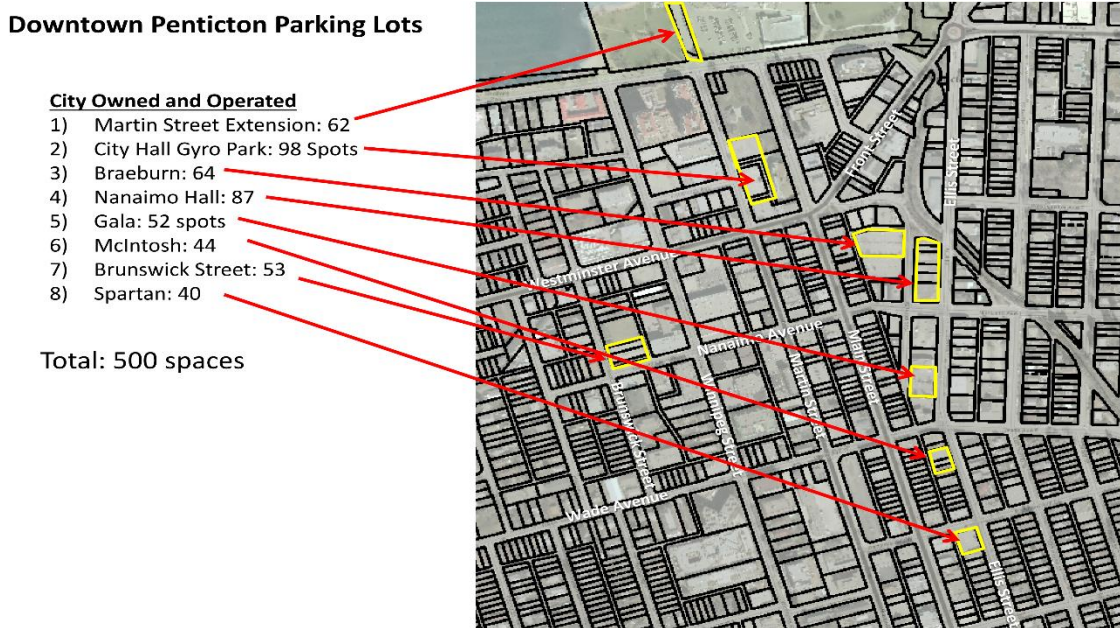
¹¹ Average parking demand based Read, Voorhees & Associates Traffic Impact Study and estimates provided by facility managers. Assumes mode-share of 90% automobile use and average of 2.5 people per vehicle.

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Finally, providing a shuttle service between other City-owned parking lots downtown and the SOEC could also help meet the additional parking demand of 297 spaces on busy nights. This shuttle service could be provided for the handful of nights where the parking capacity of the SOEC area is greatly exceeded. The shuttle could take parking customers from City-owned lots behind City Hall, in Gyro Park, and on the 100 and 400 blocks of Main Street to the SOEC. Combined these lots could provide at least 500 extra parking spaces with a shuttle system; enough parking for 1250 people (2.5 people per vehicle).

Figure 7.0 – Downtown Penticton Parking Lots



5.1 Opportunities for Parking Demand Reduction

- ▶ Formalizing on-street parking spaces and off-street parking spaces in city-owned lots;
- ▶ Implementing a shuttle from downtown to the SOEC from several of the other downtown parking facilities (outside 10 minute walk radius) during busiest events;
- ▶ Ensure a high level of transit access to the SOEC site and proposed Casino Complex, by optimizing transit route connections and the location of bus stops;
- ▶ Encourage more of the employees of the SOEC and proposed Casino Complex to walk, bike or take transit to work;
- ▶ Encourage event attendees to carpool, walk, bike or take transit to events at the SOEC; and,
- ▶ Create a space near the entrance of the SOEC to allow people to easily pickup/drop-off those attending events.

Further, the Casino developers could consider purchasing one or more of the privately owned vacant lots listed in **Table 18.0** and provide some of its parking off-site to ensure sufficient parking is available on major event nights for its customers.

6.0 CONCLUSIONS

The overall results of this analysis have shown that there is sufficient parking on-site to provide shared parking for the SOEC facilities and the proposed Casino Complex for the vast majority of the year. Further, the current SOEC parking on-site would very likely meet the minimum parking requirements of the City's Zoning Bylaw even with the proposed Casino development added. However, during periods of peak demand on Friday and Saturday evening when the Casino Complex is full and events with more than 2,025 people are taking place at the SOEC additional off-site parking will still be required. This analysis has shown that there are 774 additional public parking spaces within a 10 min walk, enough to accommodate 2150 people; assuming 90% personal vehicle travel.

The amount of parking within a 10 min walk increases to 2,064 spaces (including SOEC on-site parking) if the vacant private lots listed in **Table 18.0** are included. In total if 2,064 spaces could be made available within a 10 min walk that would be enough to support 973 guests and employees attending the casino and a major event of 4,761 people (assuming 90% personal vehicle use).

Overall, this demonstrates that even with the addition of the proposed Casino Complex there would be ample parking within the study area even on the busiest nights of the year. This represents an opportunity for the City to utilize parking on the site more efficiently (year round) and avoid the development of unnecessary parking space beyond what is required for the vast majority of the year. This aligns with the City's objectives and sustainability goals outlined in **Section 2.1 (Growth Management)** of the Official Community Plan (OCP).

Finally, under the current Zoning Bylaw's minimum parking requirements, which require one parking space for every 50 m², the total facility would not require a parking variance unless it exceeded 53,950 m² (1079 spaces X 50 m²), including the proposed Casino Complex (5,234 m²). As shown, in **Table 17.0** under **Section 4.3**, the current SOEC complex combined with the proposed Casino Complex are estimated to be only 38,450 m², and have a minimum parking requirement of 837 spaces total.

6.1 Recommendations

The following recommendations consider the information presented in this report and provide direction for actions that should be taken to ensure parking is available to support existing and new development on the SOEC site.

- ▶ Notify the public and local businesses about the potential for shortages in parking supply and the major events night where they are expected to occur.
- ▶ Provide information and communication materials to help direct casino guests and event attendees to off-site parking locations with excess capacity nearby.
- ▶ Pave and improve the city-owned lot in the south-west corner of SOEC to provide the additional 143 spaces.

MEMORANDUM

Date: December 07, 2015
File: 1017.0053.12
Subject: Parking Analysis South Okanagan Events Centre (SOEC)
Page: 21 of 23

- 110 -



- ▶ Coordinate the development of the Casino Complex with the development or improvement of additional parking space on nearby lots owned by the City.
- ▶ Promote alternative modes of transportation (e.g. transit, carpooling, cycling, etc.) for casino guests event attendees, and facility staff especially during busy event nights.
- ▶ Coordinate with facility managers and developers to establish shared parking guidelines for the various uses located on the site.
- ▶ As the SOEC complex and the Casino together do not exceed the minimum parking requirements found in the current Zoning Bylaw a parking variance is not required.
- ▶ The City should consider implementing a shuttle bus system to move people to and from more distant City owned Downtown Parking lots and the Lakeside Resort area to events at SOEC on busy nights. This would have to be coordinated with the SOEC operator and advertised

URBAN SYSTEMS LTD.

A handwritten signature in blue ink that reads "James Donnelly". The signature is fluid and cursive, with a large loop at the end of the last name.

James Donnelly, P.Eng., PTOE
Transportation Engineer, Principal
/SH

APPENDIX A





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APPENDIX B

Stakeholder Terms of Reference



South Okanagan Event Centre – Parking Strategy and Traffic Management Plan Stakeholder Group Invitation and Terms of Reference

You are invited!

The City of Penticton is developing a short to medium-term parking strategy and traffic management plan for the South Okanagan Event Centre (SOEC) in Penticton. To ensure the parking strategy and traffic management plan considers the needs of those who will be affected by it, we are inviting key stakeholders to participate in two engagement sessions.

Purpose of the Stakeholder Group

The purpose of this group is to be a forum for technical input between the City of Penticton, Spectra (SOEC Management) and the key tenants and stakeholders who operate facilities at the SOEC complex. The City's objectives of the stakeholder group are to:

- Consult with and involve a representative from each facility at the SOEC;
- Collect your feedback and input to develop a clear understanding of the current parking and traffic circulation issues; and,
- Develop a short-medium term plan of improvement options for the SOEC site.

The input provided by stakeholders to the project team will be critical to developing parking and traffic management solutions that reflect the needs of each facility on the SOEC site, support the needs of the visiting public, and which can be supported by City Council.

Stakeholder Meeting #1

During this meeting, we plan to:

- Provide you with the results of the SOEC parking surveys that were issued to the public, SOEC customer and visitors, and to the SOEC Tenants over May 23 to June 13th, 2018;
- Provide you with new parking occupancy data and information showing how parking is utilized on a typical weekday scenario, and over a busy weekend scenario;
- Gather your input on the existing and future challenges and opportunities you see or have experienced within the area; and,
- Explore potential solutions to the challenges.

Your input will form an important part of the information that is gathered and analyzed to develop draft parking and traffic management improvement options. The City will also collect public input on the parking issues through a public engagement session planned for late June, 2018.

In Advance of Meeting #1

- Complete the SOEC Stakeholders [Feedback Survey Form here!](#)
- Learn more about the SOEC Parking Study on the [Shape your City website here!](#)
- Read the SOEC / Cascades Casino Parking [Frequently asked Q&A!](#)



Stakeholder Meeting #2

During this meeting, we plan to present and collect your input on:

- Potential options for improvements to parking layouts, additional parking, pick-up / drop-off areas, and vehicle wayfinding;
- Potential options for parking management solutions and parking policy considerations (e.g. time-restricted parking, pay parking, accessible parking);
- Potential options for pedestrian safety improvements (e.g. sidewalks, pathways, connections)

Your input will form an important part of the information that is considered in finalizing the parking strategy and traffic management plan.

Background Information

The City is developing a short to medium-term parking strategy and traffic management plan for the SOEC. The strategy will include:

- A short to medium term strategy (1-5 years) for the parking needs of the SOEC campus.
- A management plan for on-site parking, both for event days and non-event days.
- Recommendations to improve pedestrian safety within the site.
- An assessment of the impacts on adjacent residential areas, especially during event times.
- Recommendations to improve efficiencies in traffic management and parking capacities during peak times.

This work will build upon the 2015 SOEC Parking Strategy that was completed before the Cascades Casino and Match Restaurant were constructed and have since opened for business.

APPENDIX C

Public Engagement Survey Forms & Results

SOEC Parking

Shape Your City Penticton

Resident Survey - SOEC Parking



The City is starting a parking study at the South Okanagan Events Centre site and wants to hear from citizens. Two surveys have been created to gather input – one for customers or visitors to the SOEC and one for neighboring residents. This survey is for **residents in the area**. The survey will run from May 22 to June 10. See a [map](#) of the complex and current parking for context. Everyone who is registered with shapeyourcitypenticton.ca and completes the survey will be entered into a draw to win one of **three prizes of a \$50 credit of free parking at any City meter or lot (through the City's Passport Parking app)**.

SOEC Parking

Shape Your City Penticton

Where do you live? (Choose all that apply)

- Alberta Avenue
- Bassett Street
- Birch Avenue
- Caribou Street
- Chase Avenue
- Creston Avenue
- Hansen Street
- Maurice Street
- Orchard Avenue
- Power Street
- Renee Avenue
- Revelstoke Avenue
- Swift Street
- Vernon Avenue
- Wade Avenue
- Westminster Avenue
- Young Street
- Other

If you said other, please advise.

What type of home do you have? (Choose any one option)

- Apartment
- Duplex
- Condo or town home
- Single-family

How many vehicles are in your household? (Choose any one option)

- 0
- 1
- 2
- 3 or more

How much on-site parking do you have? (Choose any one option)

- I have on-street parking only.
- I have driveway access with off-street parking.
- I have back lane access with off-street parking.

SOEC Parking

Shape Your City Penticton

How often do you use on-street parking? (Choose all that apply)

- I use on-street parking on a daily basis (daytime only).
- I use on-street parking on a daily basis (overnight only).
- I use on-street parking on a daily basis (daytime and overnight).
- I use on-street parking occasionally (approx. 2 to 3 times per week).
- My visitors use on-street parking occasionally.

Please rate your level of agreement with the following statements.

Questions	Strongly disagree	Disagree	Agree	Strongly agree
It is easy to find on-street parking near my home on weekdays.				
It is easy to find on-street parking near my home on weekends.				
It is easy to find on-street parking near my home during special events at the SOEC site.				

Are there certain MORNINGS when it is more difficult to park near your home than others? (Choose all that apply)

- I can find parking most mornings.
- Sunday morning
- Monday morning
- Tuesday morning
- Wednesday morning
- Thursday morning
- Friday morning
- Saturday morning

SOEC Parking

Shape Your City Penticton

Are there certain AFTERNOONS when it is more difficult to park near your home than others? (Choose all that apply)

- I can find parking most afternoons.
- Sunday afternoon
- Monday afternoon
- Tuesday afternoon
- Wednesday afternoon
- Thursday afternoon
- Friday afternoon
- Saturday afternoon

Are there certain EVENINGS when it is more difficult to park near your home than others? (Choose all that apply)

- I can find parking most evenings.
- Sunday evening
- Monday evening
- Tuesday evening
- Wednesday evening
- Thursday evening
- Friday evening
- Saturday evening

SOEC Parking

Shape Your City Penticton

The City has received a number of suggestions to increase the amount of parking available at the SOEC today and in the future and would like to understand if you think the following ideas will reduce the pressure on parking in your area.

Questions	No opinion	Strongly disagree	Disagree	Agree	Strongly agree
Dedicate parking for certain buildings / activities					
Build a parkade on the SOEC complex and charge for parking					
Close down Alberni Street to traffic and convert to parking					
Remove the unused entrance to the SOEC (called the Queen's Blvd) and convert to parking					
Relocate the Bambino baseball field to McLaren Arena and convert to parking					
Reconfigure existing parking areas to single-lane, one-way traffic to add parking					
Add new signage that communicates how many spots are available in a lot and directs drivers to available parking					

SOEC Parking

Shape Your City Penticton

Develop lots recently purchased on Alberni Street to surface parking					
--	--	--	--	--	--

The City offers a Resident Parking permit program to neighborhoods that struggle with congested streets. A permit is required for residents and their guests to park in the neighborhood. To what extent do you agree that Resident Only Parking will address pressures on your block? (Choose any one option)

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- No opinion

Do you have any other concerns about SOEC users parking on resident streets?

Do you have any other suggestions to address parking at SOEC?

Shape Your City Penticton SOEC Parking Study


Resident Survey

June 14, 2018



Approach

- Goal to provide separate process to address unique interests of area residents
- May 23 to June 13

 **Sharlene Deverill Franklin** shared a link to the group: Pentiction 2.0. March 20 · 20

This petition is need of more support. Please sign and share if you feel the City needs to do more to address the parking issues at the SOEC so as not to encroach on the businesses and neighbourhoods surrounding it. Many different user groups- some need to be on site for hours, others minutes with no where to park.

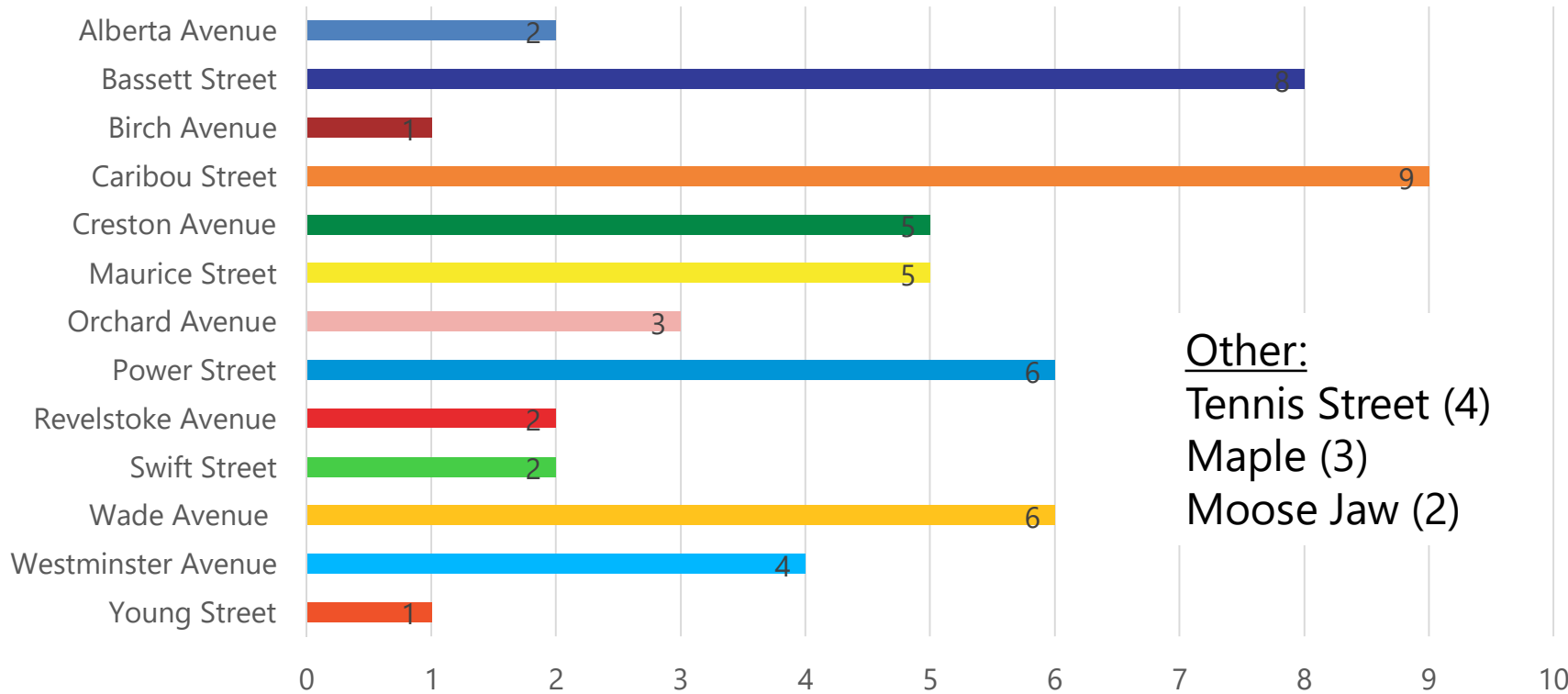


CHANGE.ORG

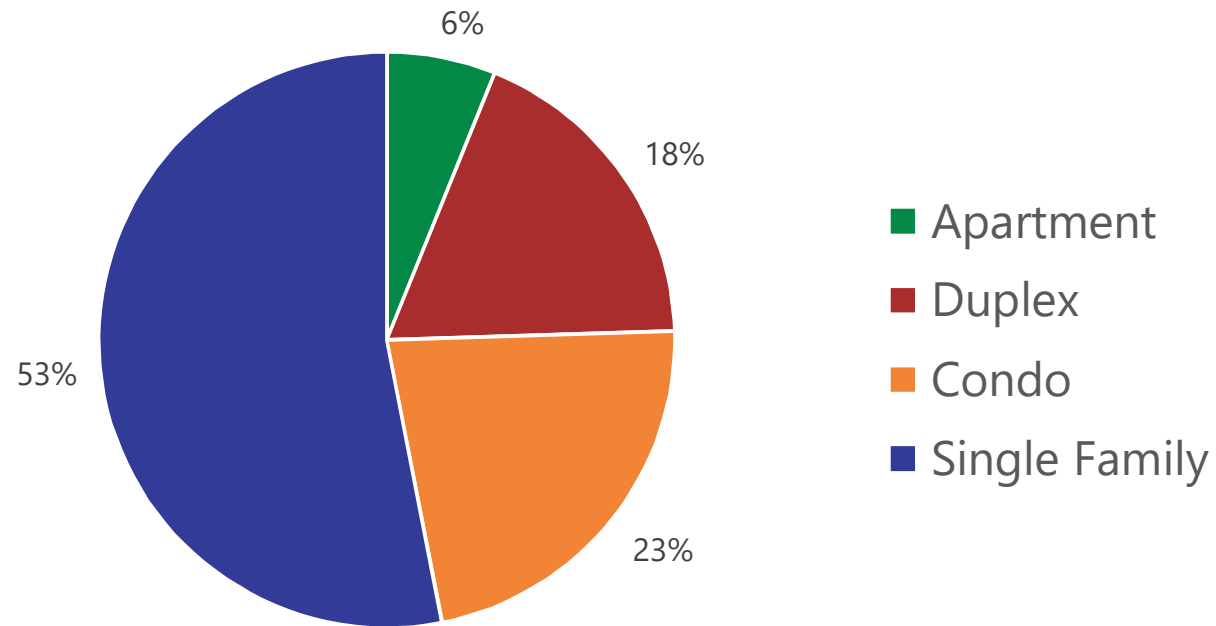
Sign the Petition

City of Pentiction: Parkade Needed on SOEC/Casino lot

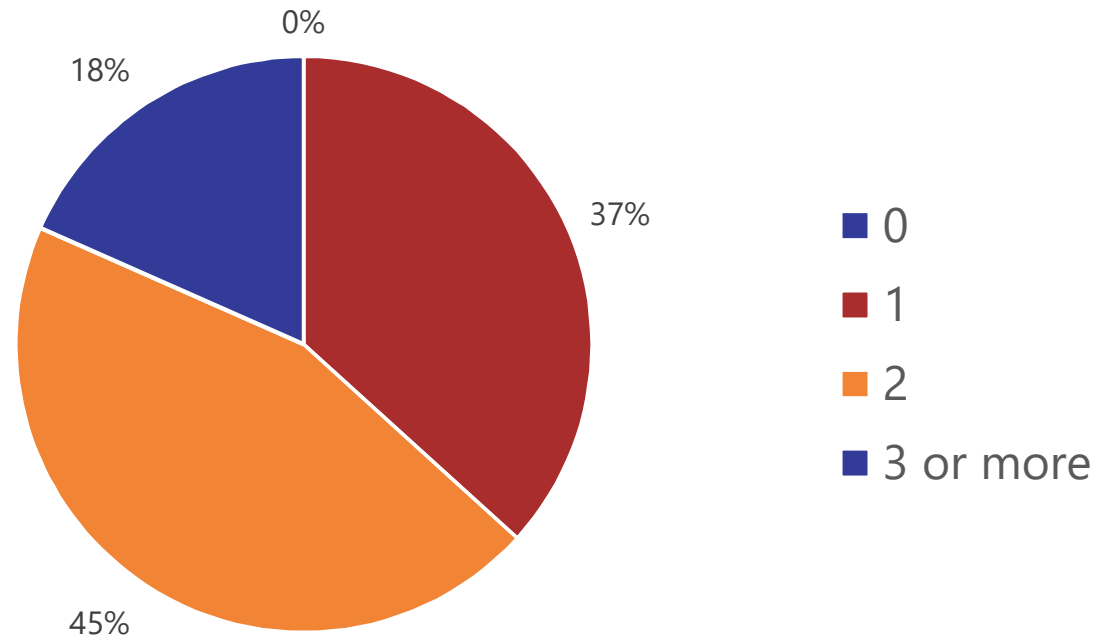
Where do you live?



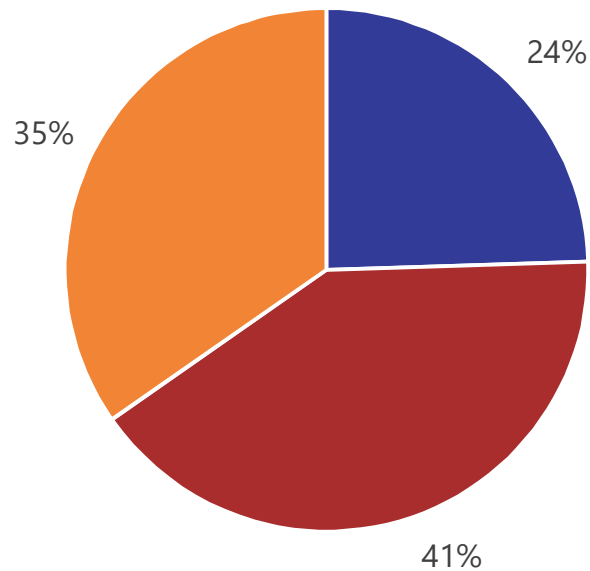
What type of home do you have?



How many vehicles are in your household?



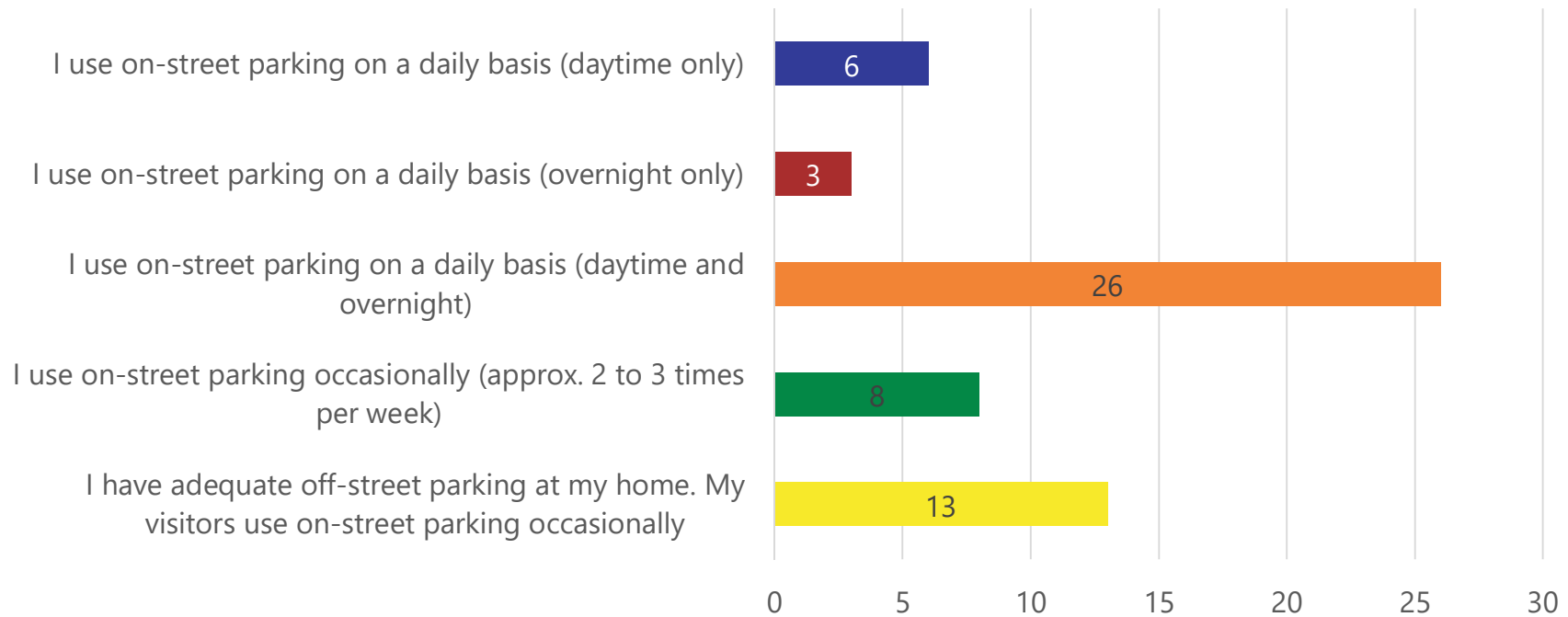
How much off-street parking do you have at your home?



- I have on-street parking only
- I have driveway access with off-street parking
- I have back lane access with off-street parking



How often do you use on-street parking?

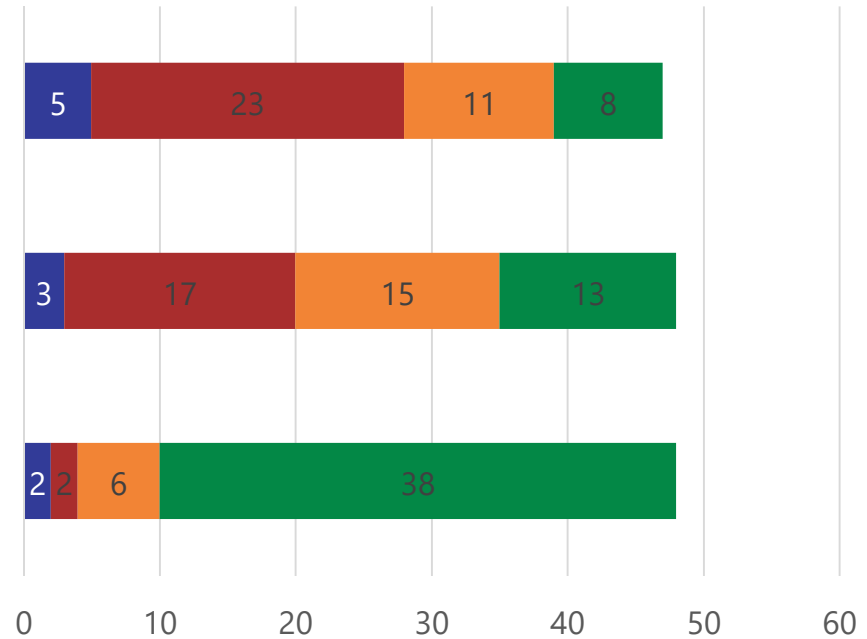


Please rate your level of agreement with the following statements:

It is easy to find on-street parking near my home on weekdays

It is easy to find on-street parking near my home on weekends

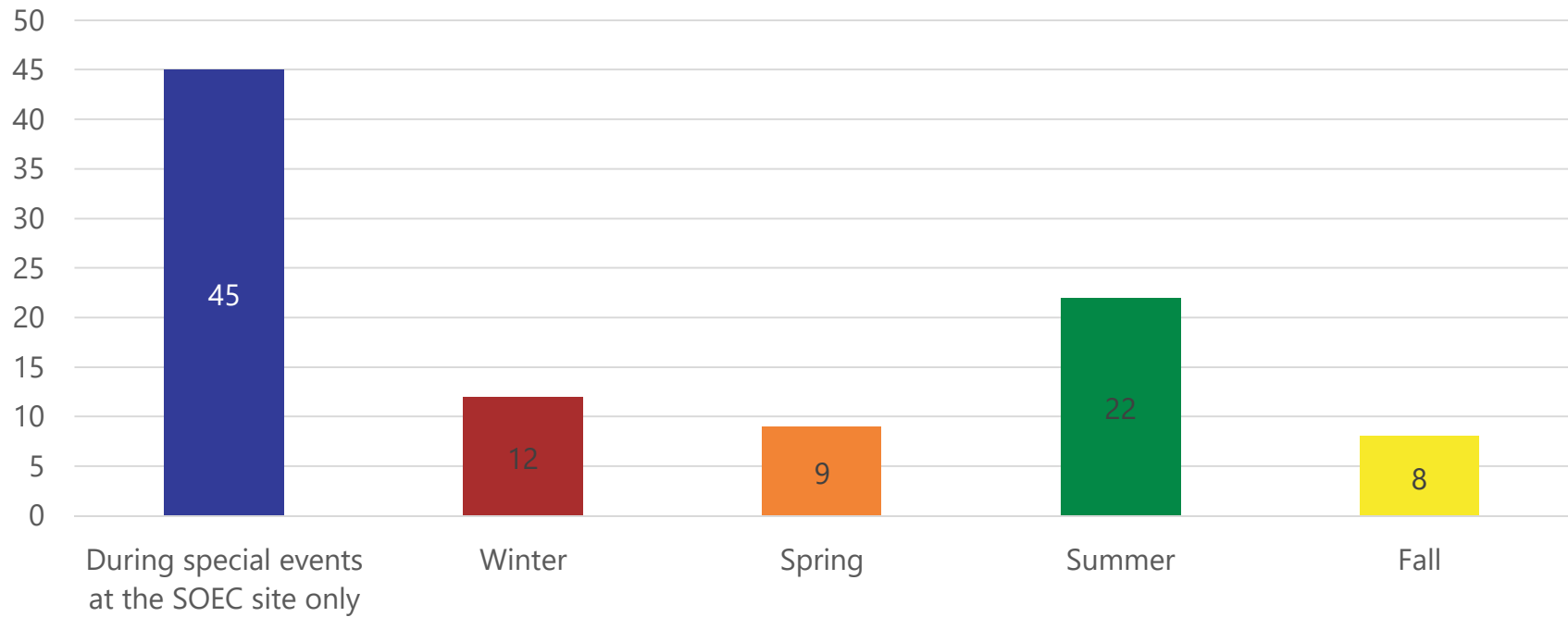
It is easy to find on-street parking near my home during special...



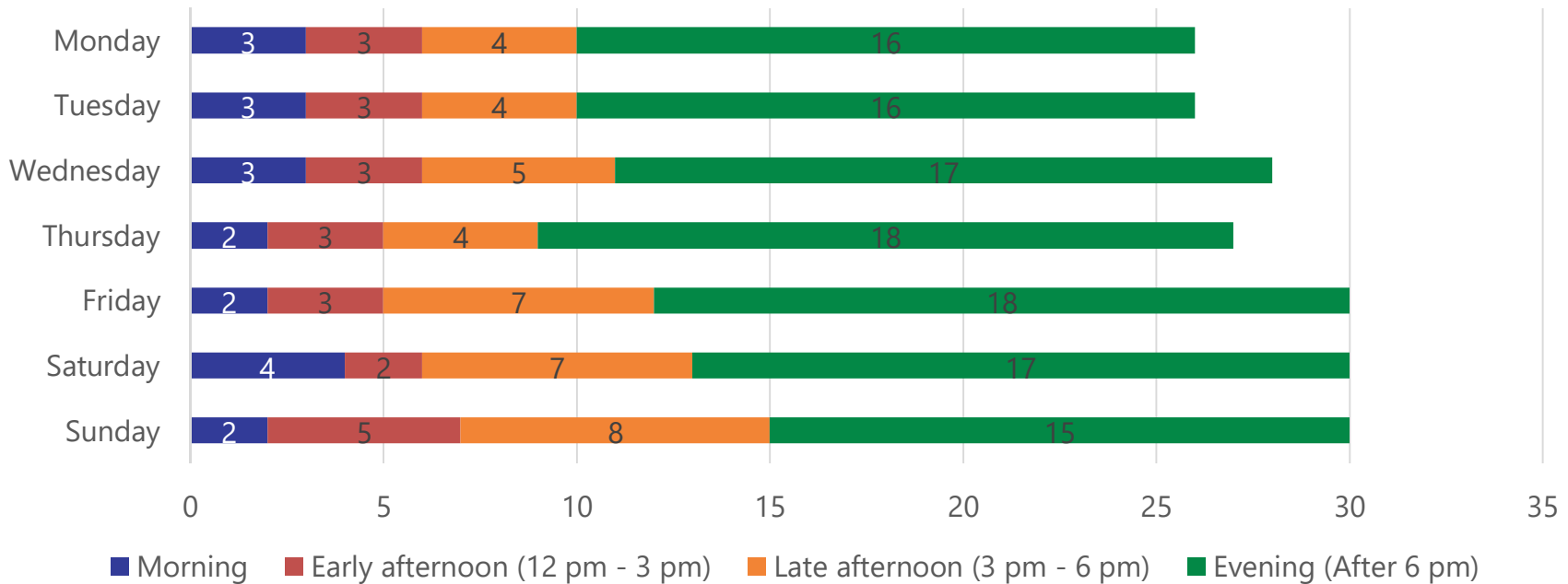
■ Strongly agree ■ Agree ■ Disagree ■ Strongly disagree



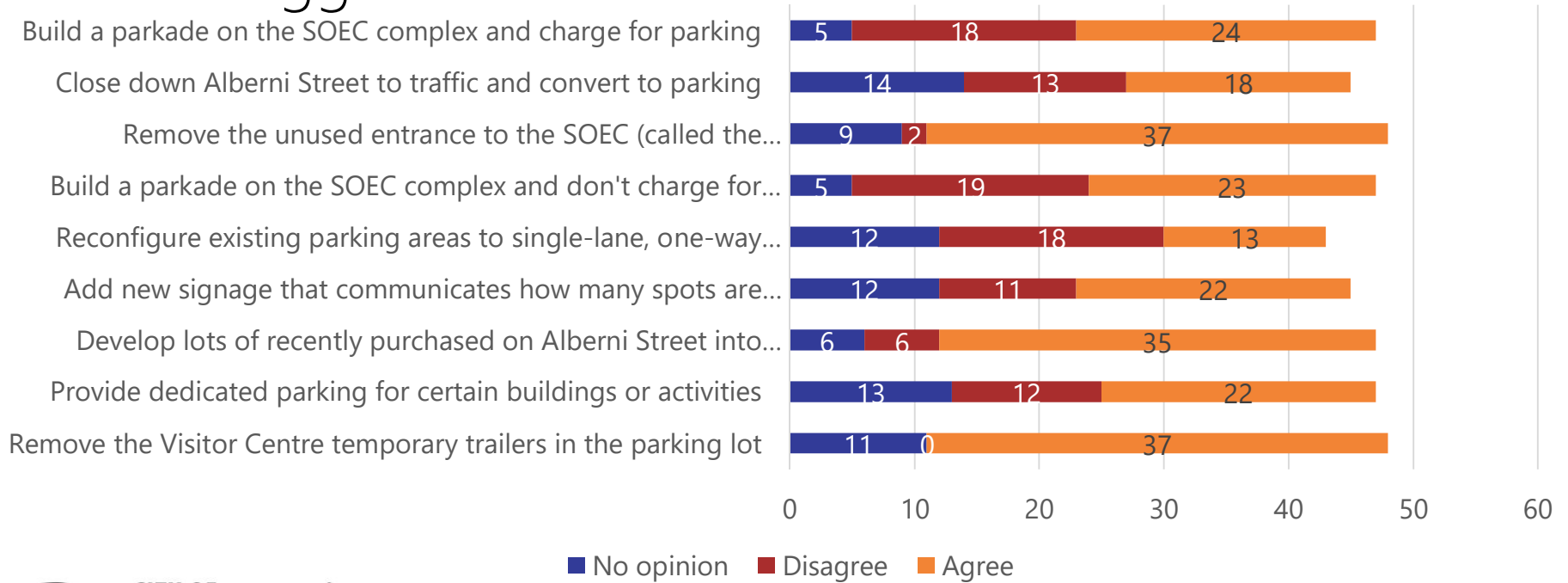
Are there certain times of the year when it is more difficult to park near your home than others?



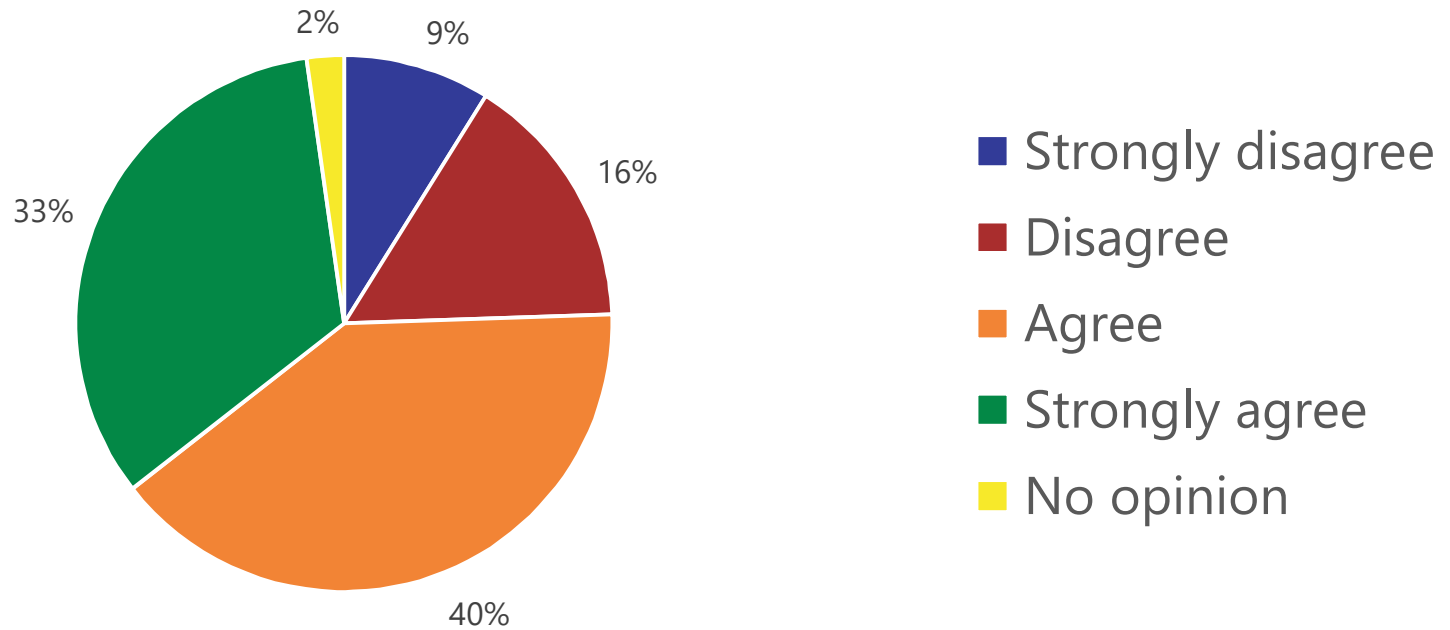
Are there certain times of the day when it is more difficult to park near your home than others?



The City has received a number of suggestions to improve parking at the SOEC. Do you agree with these suggestions?



To what extent do you agree that Resident Only Parking will address pressures on your block?



ROP by street (agree and strongly agree)

- Caribou Street (5/9, 3 agree, 2 strongly)
- Bassett Street (7/8, 2 agree, 5 strongly agree)
- Wade (5/6, 4 agree, 1 strongly)



Any other comments or concerns?

- My street is fine (3)
- Park in fire lanes during concerts (600 block of Wade) (1)
- As long as there is paid parking, people will park in residential areas (2)
- Problems with people during events and hockey (drunk, loud, garbage) (7)
- Residents with disabilities (1)
- Block driveway and alley, speed (4)
- Bylaw not available / more policing (2)
- Problems in summer with tourists (1)
- Should not park in residential area (5)
- SOEC should have adequate parking (4)
- Minor inconvenience (2)
- Yoga clients (2)
- No sidewalks on street (1)
- More density planned will increase pressure (1)



Any other suggestions?

- Give and enforce Resident Only Parking
- Don't go overboard, only a few more needed
- Build a parkade and enforce no parking (11)
- Don't charge for parking
- Find a way to differentiate between SOEC and pool users
- Put up "No Event Parking" signs in residential areas
- Move the traffic to Hwy 97
- Relocate ball diamond
- Keep pool lot for people with mobility issues
- Don't add anything at SOEC until you address parking



SOEC Parking

Shape Your City Penticton

Customer Survey - SOEC Parking



The City is starting a parking study at the South Okanagan Events Centre site and wants to hear from citizens. Two surveys have been created to gather input – one for customers or visitors to the SOEC and one for neighboring residents. This survey is for **customers or visitors**. The survey will run from May 22 to June 10. See a [map](#) of the site and current parking for context as you complete the survey. Everyone who is registered with shapeyourcitypenticton.ca and completes the survey will be entered into a draw to win one of **three prizes of \$50 of free parking at any City meter or lot (applied as a credit through the City's Passport Parking app)**.

Where do you live? (Choose any one option)

- I am a resident of Penticton.
- I live on the Penticton Indian Band reserve.
- I live in the Regional District of Okanagan Similkameen.
- Other

If you said other, please describe:

SOEC Parking

Shape Your City Penticton

What is your age? (Choose any one option)

- 18 and under
- 19 to 39
- 40 to 64
- 65 and above

How often do you visit the SOEC site? (Choose any one option)

- 5 or more times per week
- 2 to 4 times per week
- 1 time per week
- 1 to 3 times per month
- Less than 10 times per year
- Rarely / Never

What are the main reasons you need parking at the SOEC site? (Choose all that apply)

- I use the Community Centre / Pool.
- I use the Curling Club.
- I use Memorial Arena.
- I use the OHTC arena.
- I attend Vees games at the SOEC.
- I attend concerts and events at the SOEC.
- I attend events at the Cleland Theatre.
- I attend events at the Convention Centre (PTCC).
- I am a customer of Cascades Casino.
- I am a patient of the heart clinic with Interior Health.
- Other

How long is your typical visit? (Choose any one option)

- 1 hour or less
- 1 to 2 hours
- 2 to 4 hours
- More than 4 hours

SOEC Parking

Shape Your City Penticton

Do you ever go to more than one facility during a single visit? If yes, which ones?

(Choose all that apply)

- Community Centre & Pool
- Curling Club
- Memorial Arena
- OHTC
- SOEC (Vees Game)
- SOEC (Concerts and Events)
- Cleland Theatre
- Convention Centre
- Cascades Casino

Please rate your level of agreement with the following statements.

Questions	Strongly disagree	Disagree	Agree	Strongly agree
It is easy to find parking at the SOEC site most weekdays.				
It is easy to find parking at the SOEC site most weekends.				
It is easy to find parking at the SOEC site during most special events.				

Which best describes your mobility needs in terms of parking? (Choose any one option)

- I am able to walk short distances (up to 200 m or for up to 5 minutes)
- I am able to walk short distances (up to 400 m or for up to 10 minutes)
- I am able to walk longer distances (up to 800 m or for more than 10 minutes)
- I am unable to walk short distances and have an accessible parking permit
- I am unable to walk short distances and do not have an accessible parking permit

SOEC Parking

Shape Your City Penticton

Are there certain MORNINGS when it is more difficult to find parking that meets your mobility needs? (Choose all that apply)

- I can find parking most mornings.
- Sunday morning
- Monday morning
- Tuesday morning
- Wednesday morning
- Thursday morning
- Friday morning
- Saturday morning

Are there certain AFTERNOONS when it is more difficult to find parking that meets your mobility needs? (Choose all that apply)

- I can find parking most afternoons.
- Sunday afternoon
- Monday afternoon
- Tuesday afternoon
- Wednesday afternoon
- Thursday afternoon
- Friday afternoon
- Saturday afternoon

Are there certain EVENINGS when it is more difficult to find parking that meets your mobility needs? Please select those that apply. (Choose all that apply)

- Sunday evening
- Monday evening
- Tuesday evening
- Wednesday evening
- Thursday evening
- Friday evening
- Saturday evening
- I can find parkings most evenings.

SOEC Parking

Shape Your City Penticton

The City has received a number of suggestions to increase the amount of parking available. Rate your level of agreement with the suggestions?

Questions	Strongly disagree	Disagree	Agree	Strongly agree	No opinion
Close down Alberni Street to traffic and convert to parking					
Remove the unused entrance to the SOEC off of Hwy 97 (called the Queen's Blvd) and convert to parking					
Relocate the Bambino Baseball Field to McLaren Arena and convert to parking (may not be possible under the Parks Dedication Bylaw)					
Reconfigure existing parking areas to single-lane, one-way traffic to add parking					
Add new signage that communicates how many spots are available in a lot and directs drivers to available parking					
Develop lots recently purchased on Alberni Street to surface parking					

SOEC Parking

Shape Your City Penticton

the SOEC complex (at a cost of est. \$35,000 per stall)					
Provide dedicated parking for certain buildings or activities					

How willing are you to use a shuttle or take transit for special events? (Choose any one option)

- Not at all
- Somewhat
- Very

How willing are you to pay for parking if it meant that parking was more convenient and better managed? (Choose any one option)

- Not at all
- Somewhat / Depends on the charge
- Very

Do you have any suggestions on how a shuttle service or transit at the SOEC can be improved to encourage ridership?

Do you have any other suggestions to address parking at SOEC?

Shape Your City Penticton SOEC Parking Study

Visitor Survey
June 14, 2018



Approach

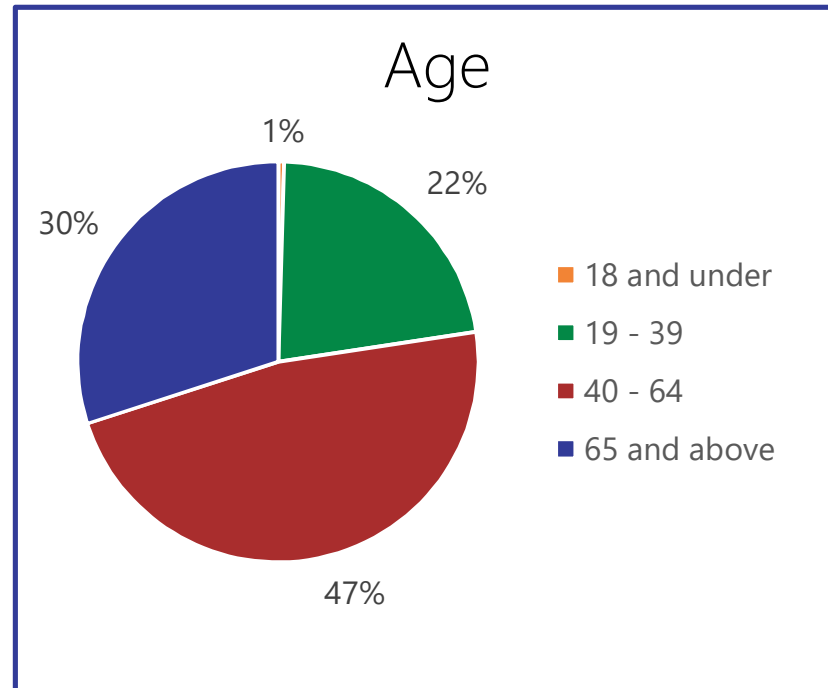
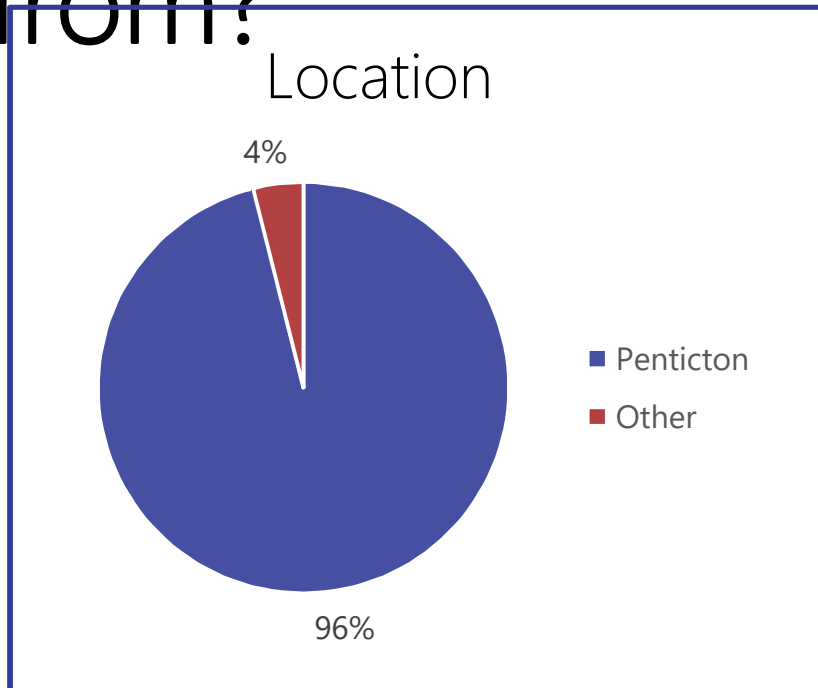
- Goal to run a process to formally gather feedback and coordinate the response
- May 23 – June 13
- Online and paper



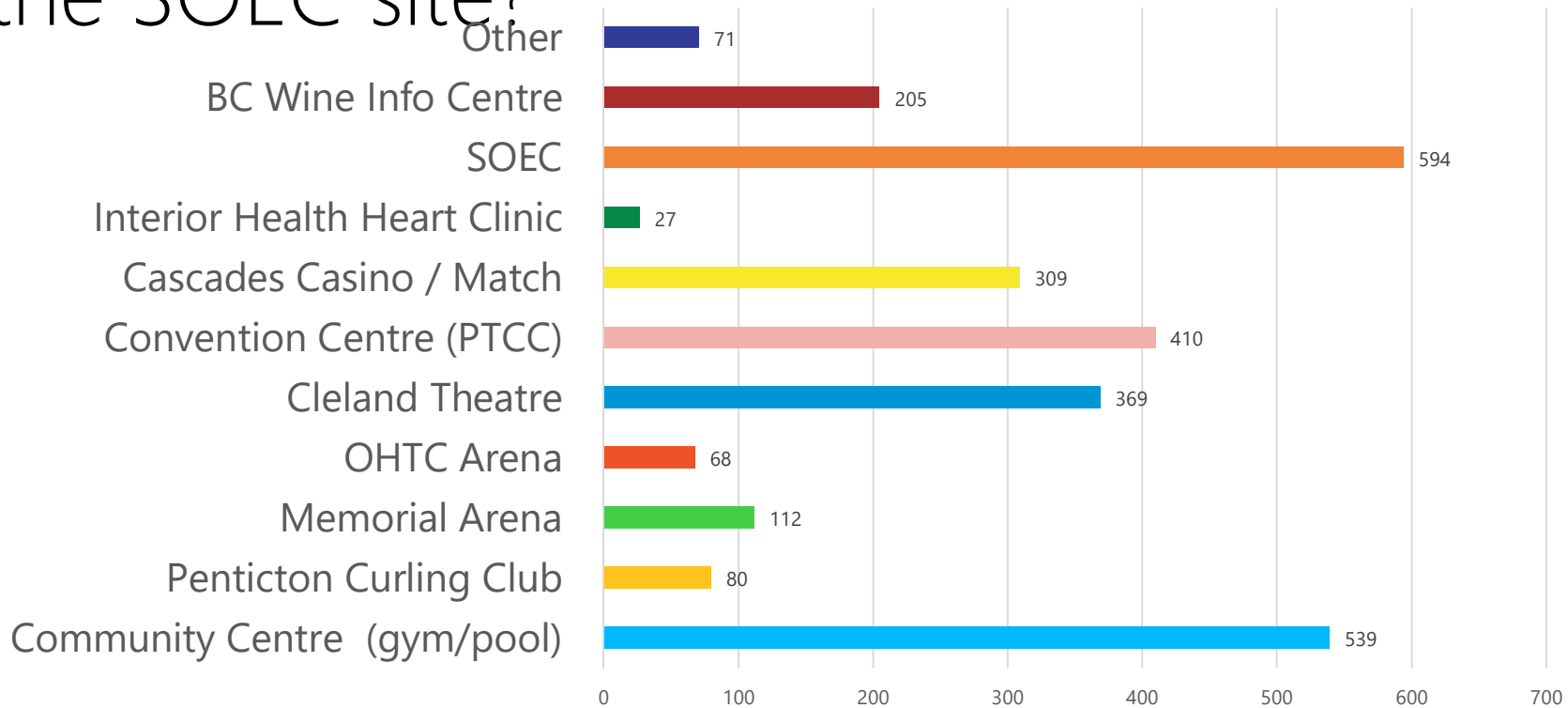
804 (including 238
paper)



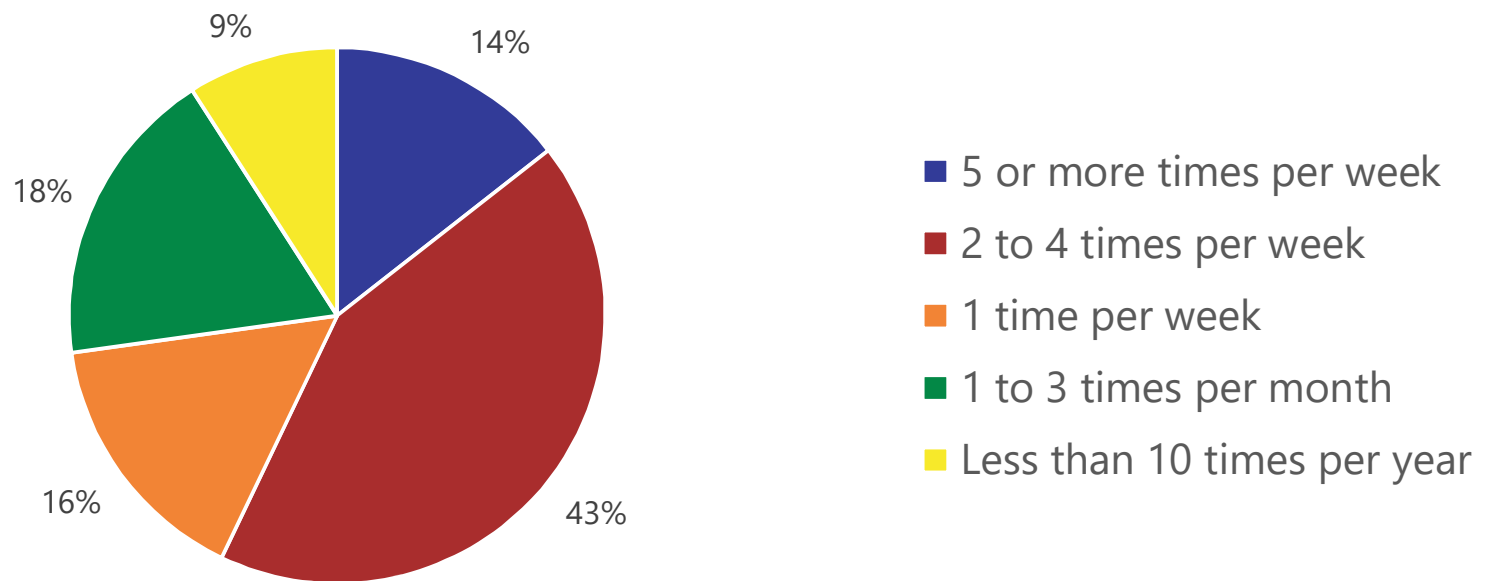
Who did we hear from?



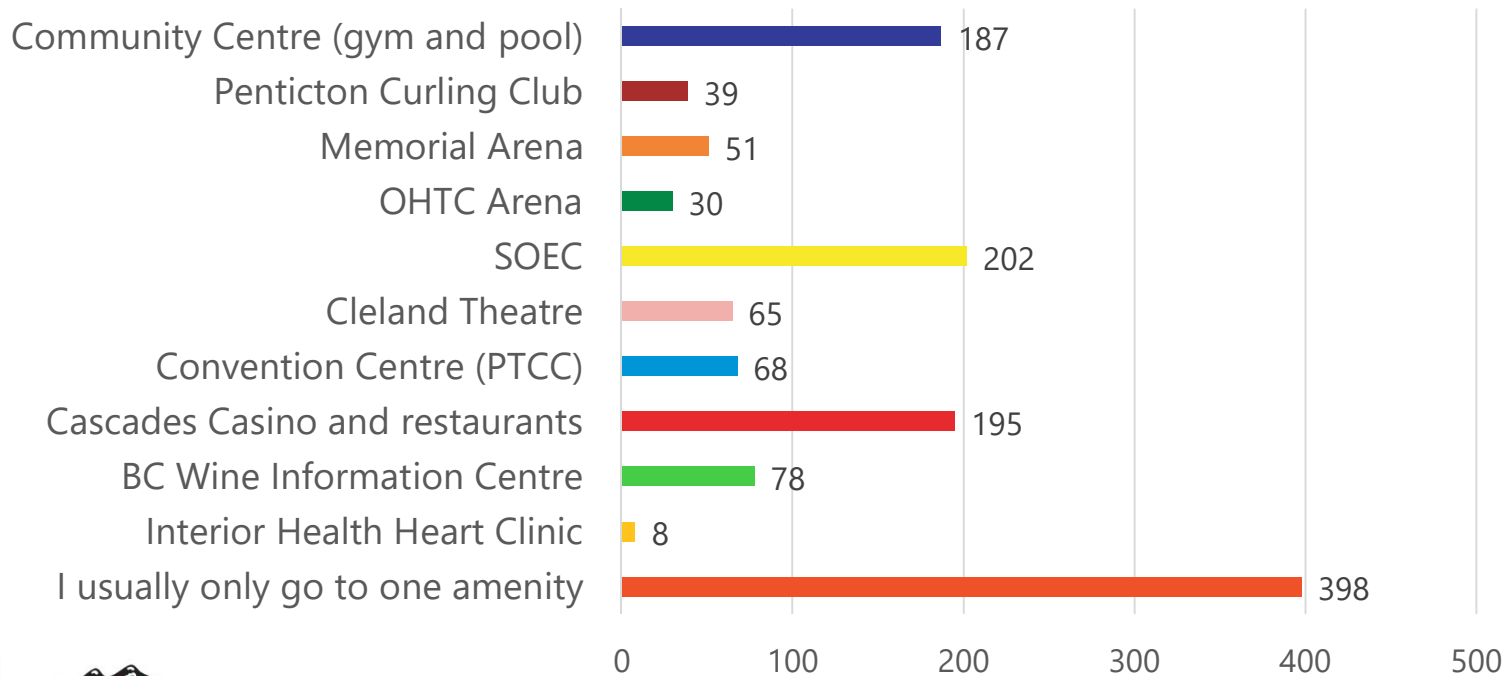
What are your main reasons for visiting the SOEC site?



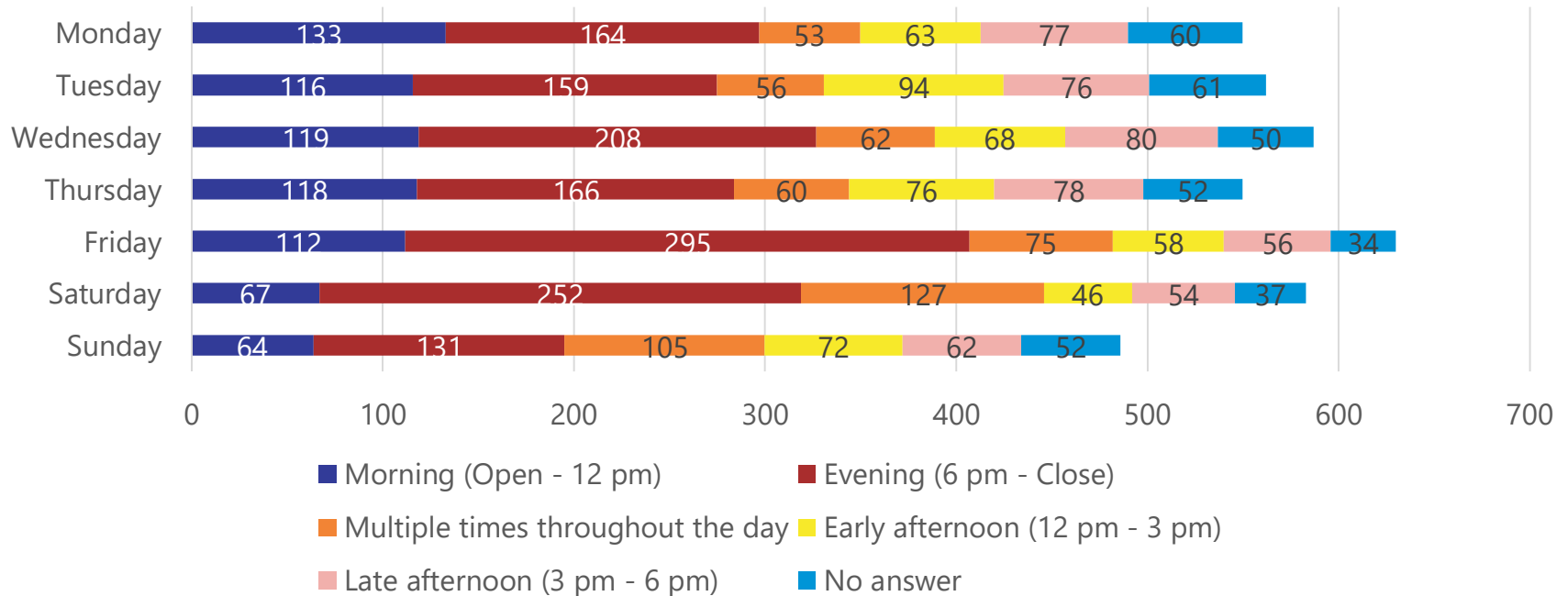
How often do you visit the SOEC site?



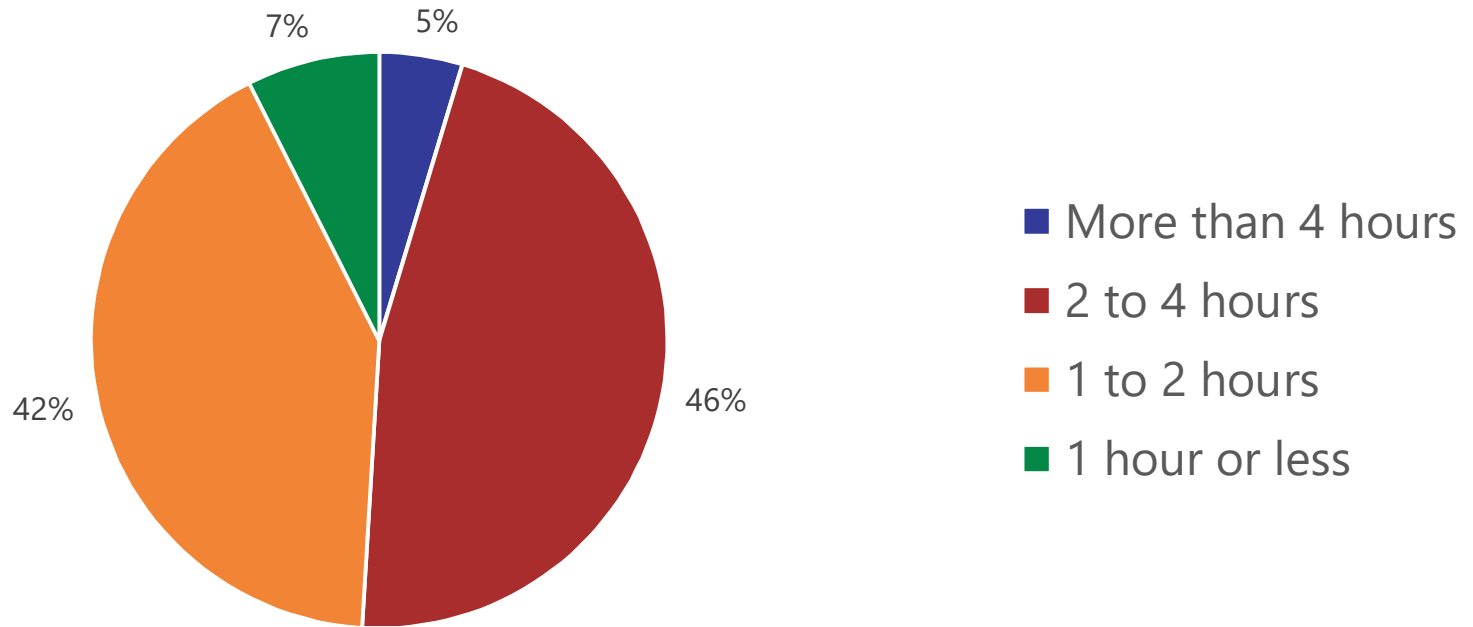
Do you ever go to more than one amenity during a single visit? If yes, which ones?



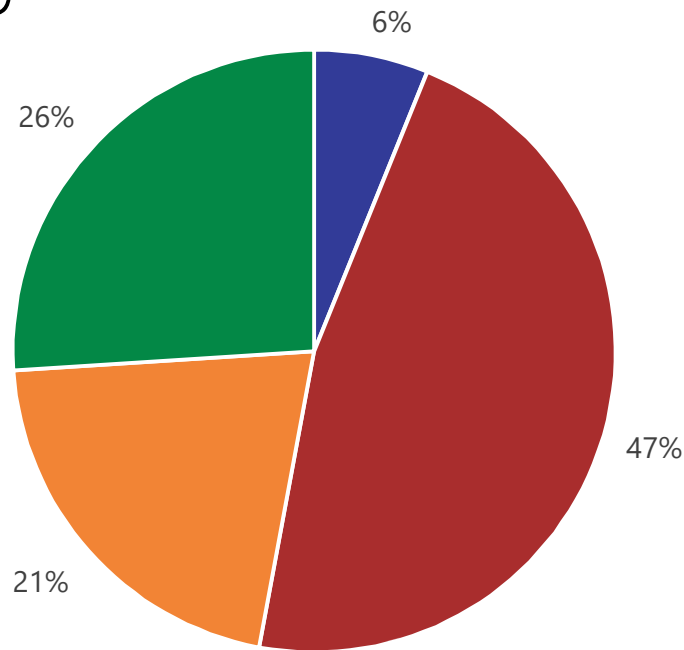
For the amenities at the SOEC site that you visit most often, what time of the day are you most likely to go?



How long is your typical visit?



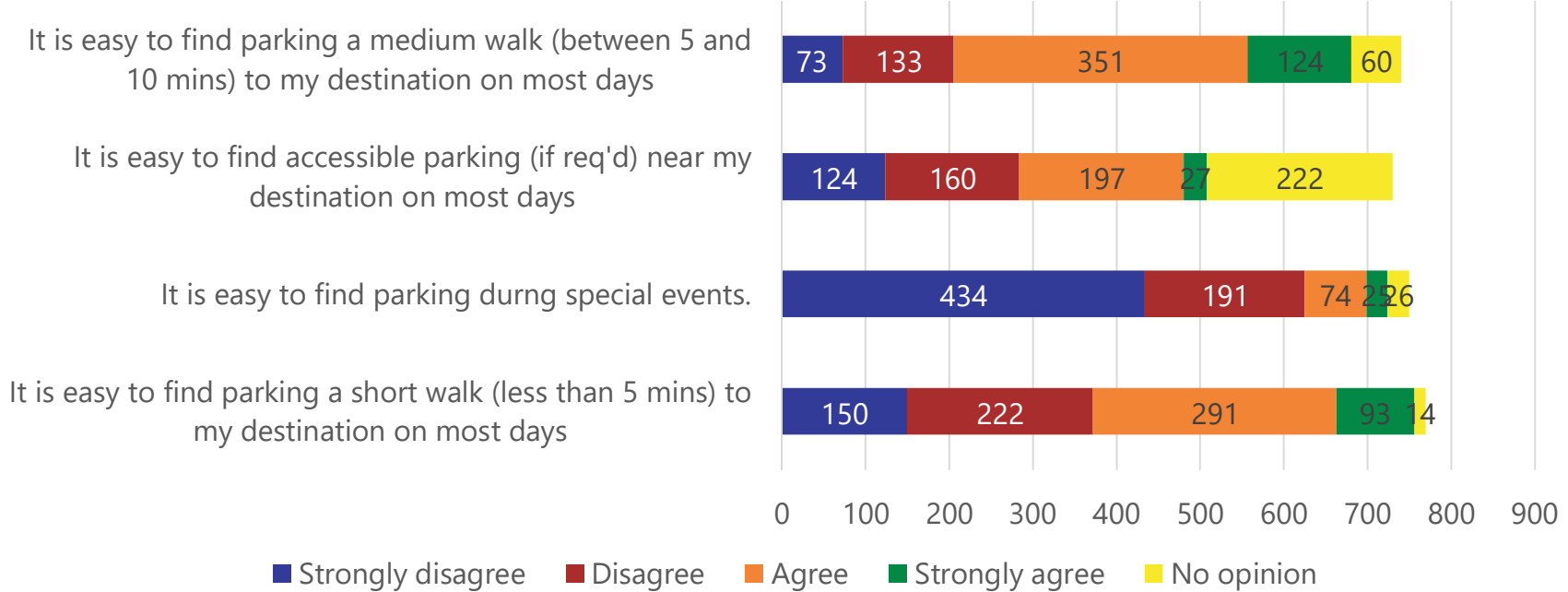
Which best describes your ability to walk to parking?



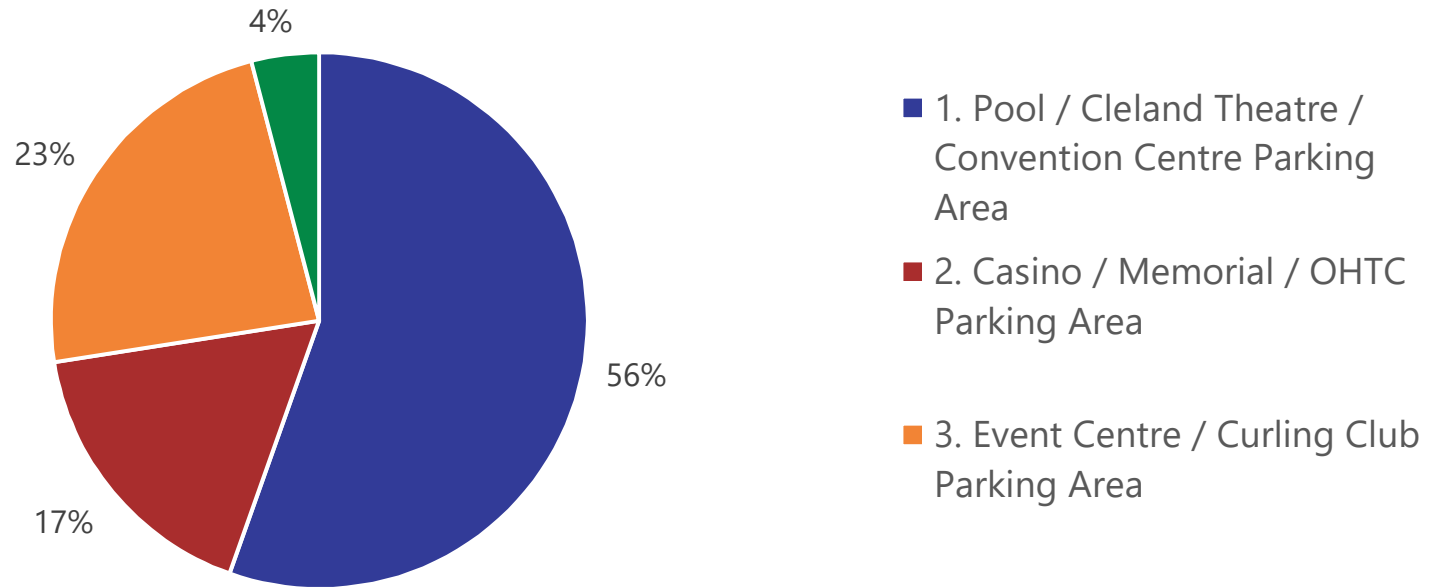
- I am unable to walk short distances and/or I have an accessible parking permit
- I am able to walk longer distances (more than 400 m or 10 mins)
- I am able to walk medium distances (up to 400 m or 10 mins)
- I am able to walk short distances (up to 200 m or 5 mins)



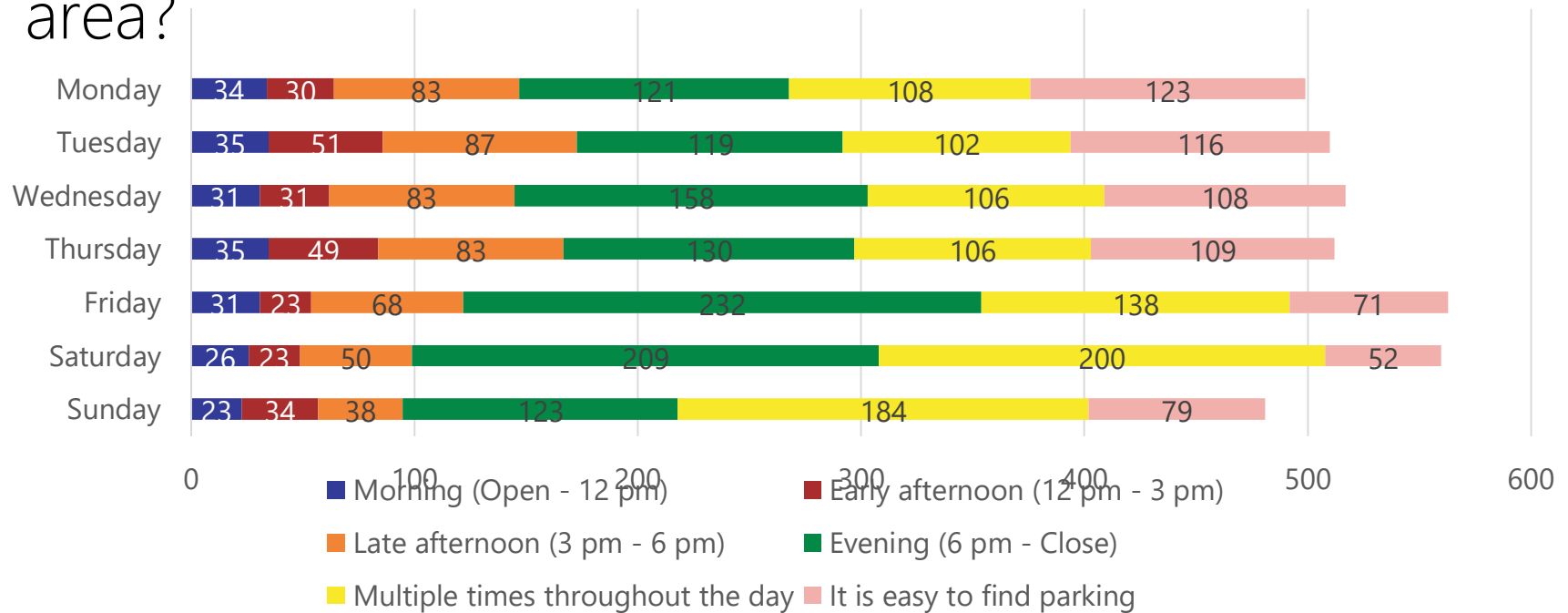
Please rate your level of agreement with the following statements?



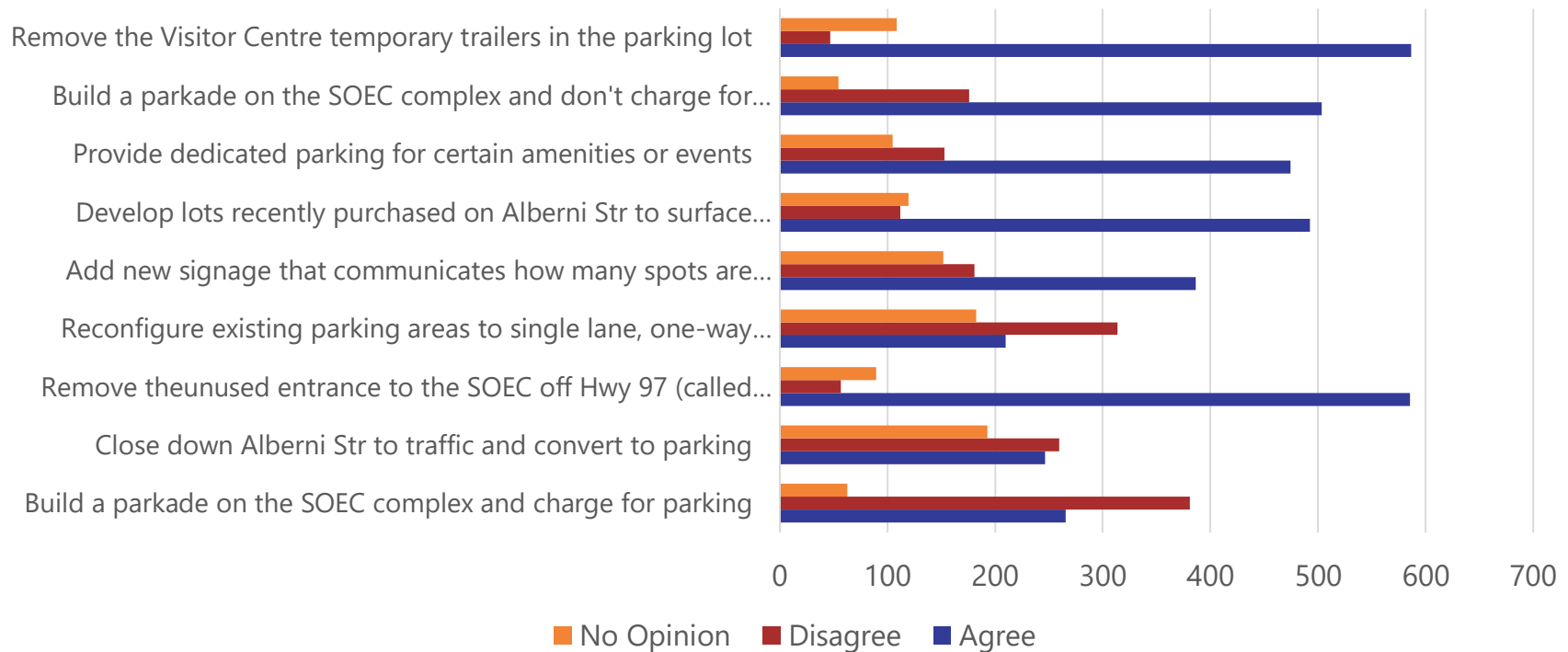
Select your preferred parking area for most of your activities.



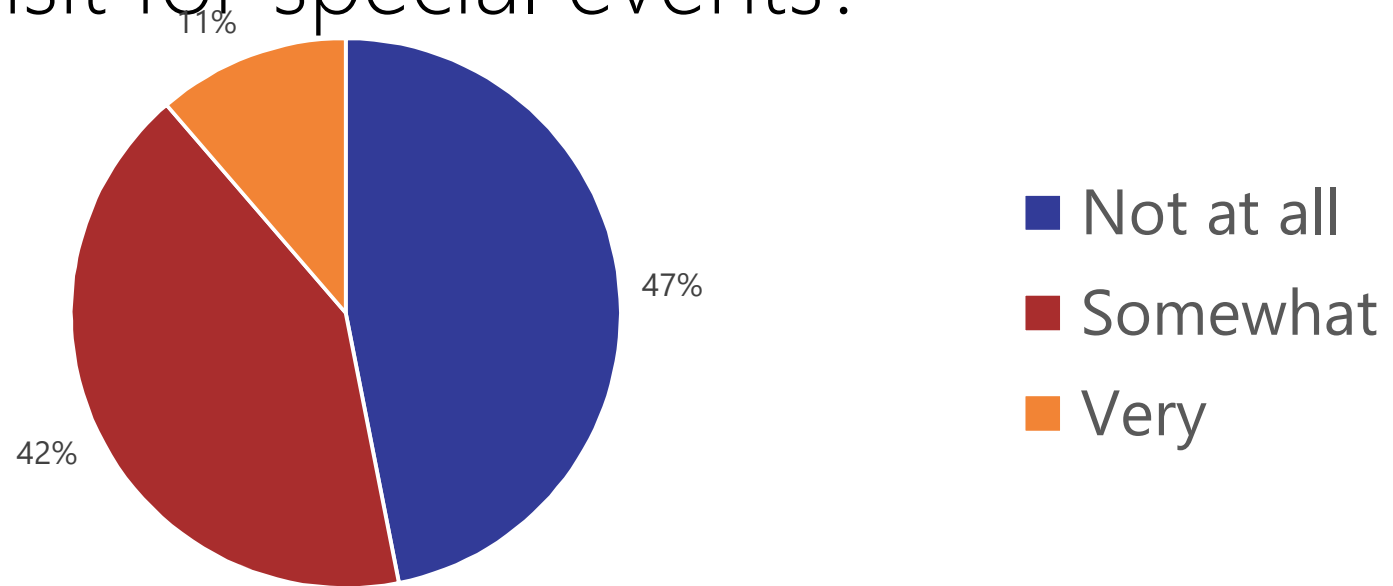
Are there certain times of the day when it is more difficult than others to find parking in your preferred area?



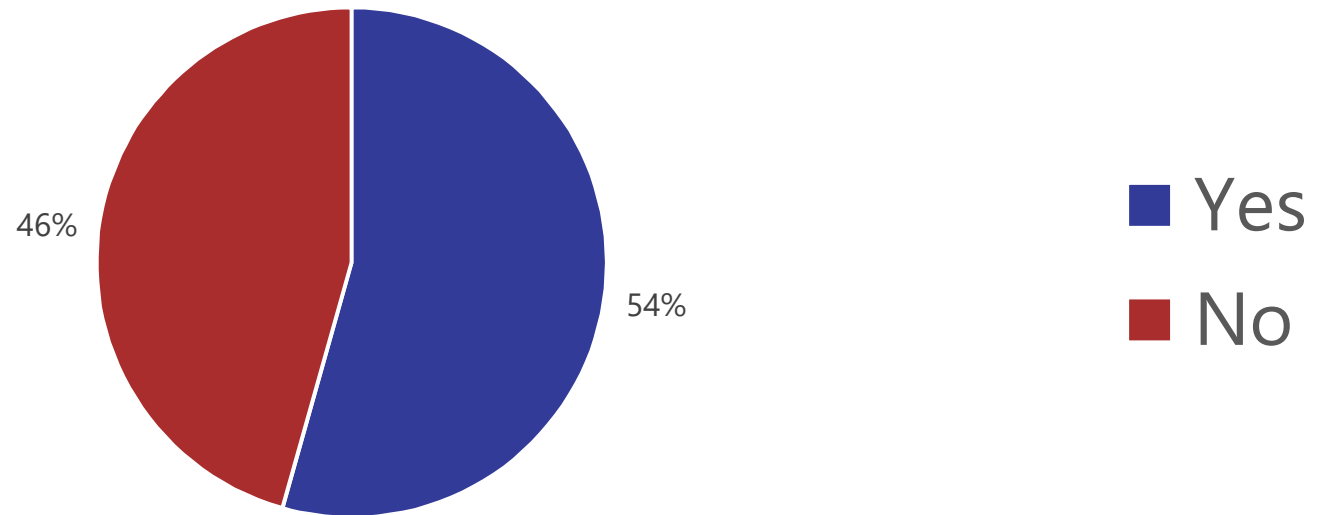
The City has received a number of suggestions to improve parking on the SOEC site. Do you agree with these suggestions?



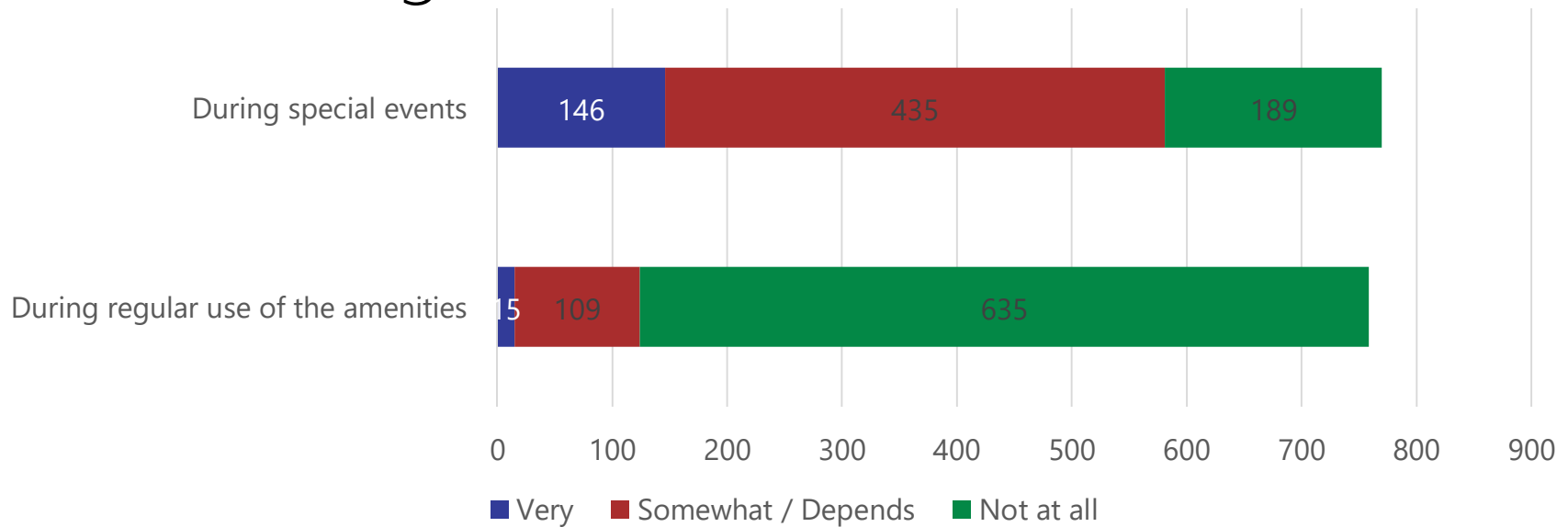
How willing are you to use a shuttle or take transit for special events?



Have you paid to park to attend an event at the SOEC site?



How willing are you to pay for parking if it meant that parking was more convenient and better managed?





[Redacted]
[Redacted]
[Redacted]

Responded At: May 24, 2018 11:21:36 am

Last Seen: May 24, 2018 18:23:27 pm

IP Address: 127.0.0.1

Q1. Which facility do you represent? (Please complete additional forms for each facility you represent.) Penticton Trade and Convention Centre

Q2. What time of the year is your facility the busiest? Spring
Fall

Q3. Are there certain times of the day when your facility is busier than others?

Monday	Multiple times throughout the day.
Tuesday	Multiple times throughout the day.
Wednesday	Multiple times throughout the day.
Thursday	Multiple times throughout the day.
Friday	Multiple times throughout the day.
Saturday	Multiple times throughout the day.
Sunday	Multiple times throughout the day.

Q4. How long does your average customer/visitor stay at your facility? More than 4 hours

Q5. Please rate your level of agreement with the following statements.

It is easy for my customers to find parking most weekdays.	Agree
It is easy for my customers to find parking most weekends.	Disagree
It is easy for my customers to find parking during special events at the SOEC.	Strongly disagree

Q6. What parking pressures have you observed for your facility?

Given that the PTCC can host more than 2000 people for an event and we have just over 250 spaces that we share with the Community Centre, spaces are always at a premium.

Q7. How would you address those parking pressures?

Look at adding additional signage at the exits to direct patrons to other parking areas in the complex. Maybe we need to look at a paid multi level parkade?

Q8. The City has received a number of suggestions to increase the amount of parking available. Do you agree with these suggestions?

Remove the Visitor Centre temporary trailers in the parking lot	Agree
Close down Alberni Street to traffic and convert to parking	Disagree
Remove the unused entrance to the SOEC off of Hwy 97 (called the Queen's Blvd) and convert to parking	Agree
Build a parkade on the SOEC site and charge for parking	Agree
Build a parkade on the SOEC site and don't charge for parking	Disagree
Reconfigure existing parking areas to single-lane, one-way traffic to add parking	No opinion
Develop lots recently purchased on Alberni Street into surface parking	Agree
Add new signage that identifies how many spots are available in a lot and directs drivers to available parking	Agree
Provide dedicated parking for certain buildings or activities	Disagree

Q9. How many employees work at your facility during a typical day? 5 to 10

Q10. Approximately what percentage of your employees drive to work during a typical day? 75%

Q11. For your employees that drive to work, where are they most likely to park? Near the Convention Centre

Q12. Do you have any other comments or suggestions regarding parking at the SOEC site?

not answered



[Redacted]
[Redacted]
[Redacted]

Responded At: May 24, 2018 11:29:01 am
Last Seen: May 24, 2018 11:29:01 am
IP Address: n/a

Q1. **Which facility do you represent? (Please complete additional forms for each facility you represent.)** Other

Q2. **What time of the year is your facility the busiest?**

Q3. **Are there certain times of the day when your facility is busier than others?**

- Monday
 - Tuesday
 - Wednesday
 - Thursday
 - Friday
 - Saturday
 - Sunday
-

Q4. **How long does your average customer/visitor stay at your facility?** Not sure

Q5. **Please rate your level of agreement with the following statements.**

It is easy for my customers to find parking most weekdays.

It is easy for my customers to find parking most weekends.

It is easy for my customers to find parking during special events at the SOEC.

Q6. **What parking pressures have you observed for your facility?**

not answered

Q7. **How would you address those parking pressures?**

I would implement a pay parking system for the entire campus. I would then invest the revenue gained from this back into the development of additional parking if required including purchasing additional lots and development of a arcade. Also I notice that often during events the VIP is not full I would eliminate this and require pay parking at all times and consider increasing the parking fees during special events. The pay parking would be via current technology and automated machines.

Q8. The City has received a number of suggestions to increase the amount of parking available. Do you agree with these suggestions?

Remove the Visitor Centre temporary trailers in the parking lot	Agree
Close down Alberni Street to traffic and convert to parking	Disagree
Remove the unused entrance to the SOEC off of Hwy 97 (called the Queen's Blvd) and convert to parking	Agree
Build a parkade on the SOEC site and charge for parking	Agree
Build a parkade on the SOEC site and don't charge for parking	Disagree
Reconfigure existing parking areas to single-lane, one-way traffic to add parking	Disagree
Develop lots recently purchased on Alberni Street into surface parking	No opinion
Add new signage that identifies how many spots are available in a lot and directs drivers to available parking	Agree
Provide dedicated parking for certain buildings or activities	Disagree

Q9. How many employees work at your facility during a typical day? not answered

Q10. Approximately what percentage of your employees drive to work during a typical day? not answered

Q11. For your employees that drive to work, where are they most likely to park? not answered

Q12. Do you have any other comments or suggestions regarding parking at the SOEC site?

Pay parking and the promotion of public transit from other sites



[Redacted Name]
[Redacted Email]
[Redacted Address]

Responded At: May 25, 2018 07:22:05 am

Last Seen: May 25, 2018 07:22:05 am

IP Address: n/a

Q1. Which facility do you represent? (Please complete additional forms for each facility you represent.) Dale Charles Physiotherapy

Q2. What time of the year is your facility the busiest? Year round

Q3. Are there certain times of the day when your facility is busier than others?

Monday	Multiple times throughout the day.
Tuesday	Multiple times throughout the day.
Wednesday	Multiple times throughout the day.
Thursday	Multiple times throughout the day.
Friday	Multiple times throughout the day.
Saturday	
Sunday	

Q4. How long does your average customer/visitor stay at your facility? not answered

Q5. Please rate your level of agreement with the following statements.

It is easy for my customers to find parking most weekdays.	Agree
It is easy for my customers to find parking most weekends.	No opinion
It is easy for my customers to find parking during special events at the SOEC.	Strongly disagree

Q6. What parking pressures have you observed for your facility?

Multiple events always make parking an issue. Getting worse in my opinion. Occasional perfect storm when Convention Centre has event, add to event at Comm Centre (swim meet, theatre event), afternoon Casino crowd. Many of our rehab clients have mobility issues, causing them to be challenged to get to Sports Clinic.

Q7. How would you address those parking pressures?

Seems users of the Comm Centre (pool, fitness, Sports Clinic) might be most effected. Fortunately, on event days when there is a parking attendant, my experience is that the attendant allows a Comm Centre user to pass into the parking lot without a fee if the user explains they are Comm Centre users. Other than dedicating parking to the Comm Centre (not likely feasible and very selfish suggestion), I don't have a good solution. Ensuring signage of alternate parking options is part of the working plan the parking study has suggested. I found it very helpful when the administrator (Lori Mullin at the time) was sending heads up communications about upcoming events to the stakeholders. At least, we were prepared for parking challenges on those days. Allows us to communicate with our Clinic patrons.

Q8. The City has received a number of suggestions to increase the amount of parking available. Do you agree with these suggestions?

Remove the Visitor Centre temporary trailers in the parking lot	Agree
Close down Alberni Street to traffic and convert to parking	No opinion
Remove the unused entrance to the SOEC off of Hwy 97 (called the Queen's Blvd) and convert to parking	No opinion
Build a parkade on the SOEC site and charge for parking	No opinion
Build a parkade on the SOEC site and don't charge for parking	No opinion
Reconfigure existing parking areas to single-lane, one-way traffic to add parking	No opinion
Develop lots recently purchased on Alberni Street into surface parking	No opinion
Add new signage that identifies how many spots are available in a lot and directs drivers to available parking	Agree
Provide dedicated parking for certain buildings or activities	Agree

Q9. How many employees work at your facility during a typical day? 5 to 10

Q10. Approximately what percentage of your employees drive to work during a typical day? 100%

Q11. For your employees that drive to work, where are they most likely to park? Near the Community Centre & Pool

Q12. Do you have any other comments or suggestions regarding parking at the SOEC site?

Our staff numbers vary during the day, but 3-6 may be on site at different times. Our client numbers using the Comm Centre (pool, fitness, Sports Clinic) also vary, with highest numbers starting at 8am (WSBC work conditioning program 5-8 clients); and another 4-5 clients in the Clinic itself hourly throughout the day. Ranges from 5-20 parking users at any one time in the day, but our mornings likely busiest. Parking on busy event days is an ongoing issue for our client's access. In good cycling season weather, many of our staff would cycle to work. We are in the midst of addressing bike security with the new partnership we have formed with the City for a bike lock up. With additional security monitoring, this may give our staff more confidence to bring their expensive bikes to work. Thefts have deterred many of our staff from cycling to work. FYI: our clinic is the Sports Clinic Physiotherapy. It is part of a Corp that also operates the Dale Charles Physiotherapy on Winnipeg St, but you would want to change the name of the stakeholder at the SOEC campus to Sports Clinic Physiotherapy. Thanks.



[Redacted text]

[Redacted text]

[Redacted] complete additional forms for each facility you represent.)

Okanagan Hockey Group

Q2. What time of the year is your facility the busiest? Year round

Q3. Are there certain times of the day when your facility is busier than others?

Monday	Late afternoon (3 pm - 6 pm)
Tuesday	Late afternoon (3 pm - 6 pm)
Wednesday	Late afternoon (3 pm - 6 pm)
Thursday	Late afternoon (3 pm - 6 pm)
Friday	Late afternoon (3 pm - 6 pm)
Saturday	Multiple times throughout the day.
Sunday	Multiple times throughout the day.

Q4. How long does your average customer/visitor stay at your facility? 2 to 4 hours

Q5. Please rate your level of agreement with the following statements.

It is easy for my customers to find parking most weekdays.	Agree
It is easy for my customers to find parking most weekends.	Agree
It is easy for my customers to find parking during special events at the SOEC.	Disagree

Q6. What parking pressures have you observed for your facility?

Pressures during events. Concerts, Vees Games, Hockey tournaments and Showcases.

Q7. How would you address those parking pressures?

Provide additional nearby parking, improve signage indicating parking areas. Continued education of the public.

Q8. The City has received a number of suggestions to increase the amount of parking available. Do you agree with these suggestions?

Remove the Visitor Centre temporary trailers in the parking lot	Agree
Close down Alberni Street to traffic and convert to parking	Disagree
Remove the unused entrance to the SOEC off of Hwy 97 (called the Queen's Blvd) and convert to parking	Agree
Build a parkade on the SOEC site and charge for parking	Disagree
Build a parkade on the SOEC site and don't charge for parking	Disagree
Reconfigure existing parking areas to single-lane, one-way traffic to add parking	Disagree
Develop lots recently purchased on Alberni Street into surface parking	Agree
Add new signage that identifies how many spots are available in a lot and directs drivers to available parking	Agree
Provide dedicated parking for certain buildings or activities	Disagree

Q9. How many employees work at your facility during a typical day? 20 to 30

Q10. Approximately what percentage of your employees drive to work during a typical day? 75%

Q11. For your employees that drive to work, where are they most likely to park? Near the Curling Club

Q12. Do you have any other comments or suggestions regarding parking at the SOEC site?

Pedestrian traffic and safety needs to be factored in to the equation. Current parking layout is not pedestrian friendly and many people walk between venues at all hours of day and night.



[Redacted]
[Redacted]
[Redacted]
[Redacted]

Responded At: May 25, 2018 09:27:54 am
Last Seen: May 29, 2018 18:17:07 pm
IP Address: 127.0.0.1

Q1. Which facility do you represent? (Please complete additional forms for each facility you represent.) Interior Health

Q2. What time of the year is your facility the busiest? Year round

Q3. Are there certain times of the day when your facility is busier than others?

Monday	Multiple times throughout the day.
Tuesday	Multiple times throughout the day.
Wednesday	Multiple times throughout the day.
Thursday	Multiple times throughout the day.
Friday	Multiple times throughout the day.
Saturday	
Sunday	

Q4. How long does your average customer/visitor stay at your facility? 2 to 4 hours

Q5. Please rate your level of agreement with the following statements.

It is easy for my customers to find parking most weekdays.	Agree
It is easy for my customers to find parking most weekends.	No opinion
It is easy for my customers to find parking during special events at the SOEC.	Disagree

Q6. What parking pressures have you observed for your facility?

Customers to the casino and special events at the SOEC use our designated IH spots.

Q7. How would you address those parking pressures?

There could be passes that are given to our customers. There could be monitoring of the parking spots from by-law enforcement.

Q8. The City has received a number of suggestions to increase the amount of parking available. Do you agree with these suggestions?

Remove the Visitor Centre temporary trailers in the parking lot	Agree
Close down Alberni Street to traffic and convert to parking	Agree
Remove the unused entrance to the SOEC off of Hwy 97 (called the Queen's Blvd) and convert to parking	Agree
Build a parkade on the SOEC site and charge for parking	Agree
Build a parkade on the SOEC site and don't charge for parking	Disagree
Reconfigure existing parking areas to single-lane, one-way traffic to add parking	Agree
Develop lots recently purchased on Alberni Street into surface parking	Agree
Add new signage that identifies how many spots are available in a lot and directs drivers to available parking	No opinion
Provide dedicated parking for certain buildings or activities	Agree

Q9. How many employees work at your facility during a typical day? 5 to 10

Q10. Approximately what percentage of your employees drive to work during a typical day? 100%

Q11. For your employees that drive to work, where are they most likely to park? Near the SOEC

Q12. Do you have any other comments or suggestions regarding parking at the SOEC site?

We appreciate the 8 designated spots given to the Cardiopulmonary Programs.



[Redacted Name]
[Redacted Email]
[Redacted Phone]

Responded At: May 25, 2018 13:23:43 pm
Last Seen: May 28, 2018 17:16:30 pm
IP Address: 127.0.0.1

Q1. Which facility do you represent? (Please complete additional forms for each facility you represent.) Travel Penticton

Q2. What time of the year is your facility the busiest? Spring
Summer
Fall

Q3. Are there certain times of the day when your facility is busier than others?

Monday Multiple times throughout the day.
Tuesday Multiple times throughout the day.
Wednesday Multiple times throughout the day.
Thursday Multiple times throughout the day.
Friday Multiple times throughout the day.
Saturday Multiple times throughout the day.
Sunday Multiple times throughout the day.

Q4. How long does your average customer/visitor stay at your facility? 1 hour or less

Q5. Please rate your level of agreement with the following statements.

It is easy for my customers to find parking most weekdays. Agree
It is easy for my customers to find parking most weekends. Agree
It is easy for my customers to find parking during special events at the SOEC. Disagree

Q6. What parking pressures have you observed for your facility?

Visitor Centre parking used by parents when using the Queen's Park baseball field during late afternoon business hours and on weekends. No designated RV parking for the VC. During events at the SOEC, Visitor Centre parking may be compromised as it is not a 'fee' parking area.

Q7. How would you address those parking pressures?

We have installed VC Only Parking signs on our designated stalls, but baseball parents ignore the signs.

Q8. The City has received a number of suggestions to increase the amount of parking available. Do you agree with these suggestions?

Remove the Visitor Centre temporary trailers in the parking lot	Agree
Close down Alberni Street to traffic and convert to parking	Disagree
Remove the unused entrance to the SOEC off of Hwy 97 (called the Queen's Blvd) and convert to parking	Agree
Build a parkade on the SOEC site and charge for parking	No opinion
Build a parkade on the SOEC site and don't charge for parking	No opinion
Reconfigure existing parking areas to single-lane, one-way traffic to add parking	Disagree
Develop lots recently purchased on Alberni Street into surface parking	Agree
Add new signage that identifies how many spots are available in a lot and directs drivers to available parking	No opinion
Provide dedicated parking for certain buildings or activities	Agree

Q9. How many employees work at your facility during a typical day? 5 or less

Q10. Approximately what percentage of your employees drive to work during a typical day? 75%

Q11. For your employees that drive to work, where are they most likely to park? Near the SOEC

Q12. Do you have any other comments or suggestions regarding parking at the SOEC site?

Tough to build max capacity for all timeframes/user loads. If another area is built, how will parking be impacted?



[Redacted Name]
[Redacted Email]
[Redacted Phone]

Responded At: May 28, 2018 22:13:00 pm
Last Seen: May 28, 2018 22:13:00 pm
IP Address: n/a

Q1. Which facility do you represent? (Please complete additional forms for each facility you represent.) Penticton Curling Club

Q2. What time of the year is your facility the busiest? Winter
Spring
Fall

Q3. Are there certain times of the day when your facility is busier than others?

Monday Multiple times throughout the day.
Tuesday Multiple times throughout the day.
Wednesday Multiple times throughout the day.
Thursday Multiple times throughout the day.
Friday Multiple times throughout the day.
Saturday Multiple times throughout the day.
Sunday Multiple times throughout the day.

Q4. How long does your average customer/visitor stay at your facility? 2 to 4 hours

Q5. Please rate your level of agreement with the following statements.

It is easy for my customers to find parking most weekdays. Strongly disagree
It is easy for my customers to find parking most weekends. Strongly disagree
It is easy for my customers to find parking during special events at the SOEC. Strongly disagree

Q6. What parking pressures have you observed for your facility?

Firstly we have no handicapp parking, secondly, half of our members are seniors, and they struggle with the parking thirdly we have zero parking whenever their is an outside event fourthly, we increased our membership base by over 150, we now have 438 members, we only have 5 parking stalls assigned to us

Q7. How would you address those parking pressures?

The problem for the curling club is not staffing, but members, we have 438 members grew 150, and would like to keep going as well as bringing in more events, we have a hard time hosting, just for member parking let alone extras from out of town, we blocked the parking for our main events to help, but we received a lot of flack and had people moving the barricades, building up would help, we try to coordinate for the complex but not enough time sometimes, we would love to see parking assigned for us as we only have 5 stalls, that is not nearly enough, half of our membership is seniors and we want them to stay active, the walk at the end of parking is just not helpful for them, Casino helped on the busy weekends, with their empty lot, we could take the shrubbery from around the curling club away, and allow angle parking? I really feel the best solution is build the curling club up, remove memorial and the curling club, for a start

Q8. The City has received a number of suggestions to increase the amount of parking available. Do you agree with these suggestions?

Remove the Visitor Centre temporary trailers in the parking lot	No opinion
Close down Alberni Street to traffic and convert to parking	No opinion
Remove the unused entrance to the SOEC off of Hwy 97 (called the Queen's Blvd) and convert to parking	Agree
Build a parkade on the SOEC site and charge for parking	Disagree
Build a parkade on the SOEC site and don't charge for parking	Agree
Reconfigure existing parking areas to single-lane, one-way traffic to add parking	Disagree
Develop lots recently purchased on Alberni Street into surface parking	Agree
Add new signage that identifies how many spots are available in a lot and directs drivers to available parking	No opinion
Provide dedicated parking for certain buildings or activities	Agree

Q9. How many employees work at your facility during a typical day? 5 or less

Q10. Approximately what percentage of your employees drive to work during a typical day? 100%

Q11. For your employees that drive to work, where are they most likely to park? Near the Curling Club

Q12. Do you have any other comments or suggestions regarding parking at the SOEC site?

I look at this as a good problem to have, as this means we are busy in the complex, which benefits us all, we ran two large events this past year, and it was a struggle, If we move the curling club above a hockey rink, we would gain parking, we cannot look at fixing the parking issue with a band aid, we have to look at long term, I do not feel memorial is worth keeping especially if two new rinks are in the future, if you gained memorial and the curling club area, built curling rink above, alot of parking would be gained, building a second level would also help but costs maybe a deterring factor with this



[Redacted Name]
[Redacted Email]
[Redacted Address]

Responded At: May 30, 2018 16:24:50 pm
Last Seen: May 30, 2018 23:26:12 pm
IP Address: 127.0.0.1

Q1. Which facility do you represent? (Please complete additional forms for each facility you represent.) Wine Info Centre

Q2. What time of the year is your facility the busiest? Summer

Q3. Are there certain times of the day when your facility is busier than others?

Monday	Early afternoon (12 pm - 3 pm)
Tuesday	Early afternoon (12 pm - 3 pm)
Wednesday	Early afternoon (12 pm - 3 pm)
Thursday	Early afternoon (12 pm - 3 pm)
Friday	Multiple times throughout the day.
Saturday	Multiple times throughout the day.
Sunday	Early afternoon (12 pm - 3 pm)

Q4. How long does your average customer/visitor stay at your facility? 1 hour or less

Q5. Please rate your level of agreement with the following statements.

It is easy for my customers to find parking most weekdays.	Disagree
It is easy for my customers to find parking most weekends.	Strongly disagree
It is easy for my customers to find parking during special events at the SOEC.	Strongly disagree

Q6. What parking pressures have you observed for your facility?

Our dedicated stalls are being used by individuals who visit the SOEC and the Casino During events or when you had the fair grounds open for rides ect.. this is just too much activity for such a small space. Our business has decreased due to the lack of accessibility.

Q7. How would you address those parking pressures?

We put a notice on their windshield explaining that they may be towed next time.. So far, we have not towed but during the peak season...we will need to police our dedicated stalls..

Q8. The City has received a number of suggestions to increase the amount of parking available. Do you agree with these suggestions?

Remove the Visitor Centre temporary trailers in the parking lot	Agree
Close down Alberni Street to traffic and convert to parking	No opinion
Remove the unused entrance to the SOEC off of Hwy 97 (called the Queen's Blvd) and convert to parking	Agree
Build a parkade on the SOEC site and charge for parking	Agree
Build a parkade on the SOEC site and don't charge for parking	Agree
Reconfigure existing parking areas to single-lane, one-way traffic to add parking	Agree
Develop lots recently purchased on Alberni Street into surface parking	No opinion
Add new signage that identifies how many spots are available in a lot and directs drivers to available parking	No opinion
Provide dedicated parking for certain buildings or activities	Agree

Q9. How many employees work at your facility during a typical day? 5 or less

Q10. Approximately what percentage of your employees drive to work during a typical day? 75%

Q11. For your employees that drive to work, where are they most likely to park? Near the Community Centre & Pool

Q12. Do you have any other comments or suggestions regarding parking at the SOEC site?

Build an parkade.



[Redacted Name]
[Redacted Email]
[Redacted Address]

Responded At: Jun 08, 2018 10:44:53 am

Last Seen: Jun 08, 2018 10:44:53 am

IP Address: n/a

Q1. Which facility do you represent? (Please complete additional forms for each facility you represent.) Community Centre & Pool

Q2. What time of the year is your facility the busiest? Winter
Spring
Fall

Q3. Are there certain times of the day when your facility is busier than others?

Monday Multiple times throughout the day.
Tuesday Multiple times throughout the day.
Wednesday Multiple times throughout the day.
Thursday Multiple times throughout the day.
Friday Multiple times throughout the day.
Saturday Multiple times throughout the day.
Sunday Multiple times throughout the day.

Q4. How long does your average customer/visitor stay at your facility? 1 to 2 hours

Q5. Please rate your level of agreement with the following statements.

It is easy for my customers to find parking most weekdays. Agree
It is easy for my customers to find parking most weekends. Agree
It is easy for my customers to find parking during special events at the SOEC. Disagree

Q6. What parking pressures have you observed for your facility?

When the convention centre has an event it impacts access to the community centre. Special events are also a concern as they impact regular users of the community centre. Users may decide not to come to the pool if they have to deal with parking issues. I have also observed that there are a lot of spots being taken up by staff parking. Queens park elementary also use parking spots along Power St.

Q7. How would you address those parking pressures?

Signage, keeping certain lots for community based programs and other lots for special events.

Q8. The City has received a number of suggestions to increase the amount of parking available. Do you agree with these suggestions?

Remove the Visitor Centre temporary trailers in the parking lot	Disagree
Close down Alberni Street to traffic and convert to parking	Agree
Remove the unused entrance to the SOEC off of Hwy 97 (called the Queen's Blvd) and convert to parking	Agree
Build a parkade on the SOEC site and charge for parking	Disagree
Build a parkade on the SOEC site and don't charge for parking	Disagree
Reconfigure existing parking areas to single-lane, one-way traffic to add parking	Agree
Develop lots recently purchased on Alberni Street into surface parking	Agree
Add new signage that identifies how many spots are available in a lot and directs drivers to available parking	Agree
Provide dedicated parking for certain buildings or activities	Agree

Q9. How many employees work at your facility during a typical day? 20 to 30

Q10. Approximately what percentage of your employees drive to work during a typical day? 50%

Q11. For your employees that drive to work, where are they most likely to park? Near the Community Centre & Pool

Q12. Do you have any other comments or suggestions regarding parking at the SOEC site?

not answered



[Redacted user information]

Responded At: Jun 08, 2018 10:48:59 am

Last Seen: Jun 08, 2018 10:48:59 am

IP Address: n/a

Q1. Which facility do you represent? (Please complete additional forms for each facility you represent.) SOEC

Q2. What time of the year is your facility the busiest? Year round

Q3. Are there certain times of the day when your facility is busier than others?

Monday	Multiple times throughout the day.
Tuesday	Multiple times throughout the day.
Wednesday	Multiple times throughout the day.
Thursday	Multiple times throughout the day.
Friday	Multiple times throughout the day.
Saturday	Multiple times throughout the day.
Sunday	Multiple times throughout the day.

Q4. How long does your average customer/visitor stay at your facility? More than 4 hours

Q5. Please rate your level of agreement with the following statements.

It is easy for my customers to find parking most weekdays.	Agree
It is easy for my customers to find parking most weekends.	Agree
It is easy for my customers to find parking during special events at the SOEC.	Agree

Q6. What parking pressures have you observed for your facility?

the pressure stems from multiple events and event density on the site

Q7. How would you address those parking pressures?

24 / 7 paid parking and security

Q8. The City has received a number of suggestions to increase the amount of parking available. Do you agree with these suggestions?

Remove the Visitor Centre temporary trailers in the parking lot	Agree
Close down Alberni Street to traffic and convert to parking	Agree
Remove the unused entrance to the SOEC off of Hwy 97 (called the Queen's Blvd) and convert to parking	Agree
Build a parkade on the SOEC site and charge for parking	Disagree
Build a parkade on the SOEC site and don't charge for parking	Disagree
Reconfigure existing parking areas to single-lane, one-way traffic to add parking	Disagree
Develop lots recently purchased on Alberni Street into surface parking	Agree
Add new signage that identifies how many spots are available in a lot and directs drivers to available parking	Agree
Provide dedicated parking for certain buildings or activities	Disagree

Q9. How many employees work at your facility during a typical day? More than 40

Q10. Approximately what percentage of your employees drive to work during a typical day? 75%

Q11. For your employees that drive to work, where are they most likely to park? Near the SOEC

Q12. Do you have any other comments or suggestions regarding parking at the SOEC site?

not answered



[Redacted Name]
[Redacted Email]
[Redacted Address]

Responded At: Jun 08, 2018 11:06:46 am
Last Seen: Jun 08, 2018 11:06:46 am
IP Address: n/a

Q1. Which facility do you represent? (Please complete additional forms for each facility you represent.) Cascades Casino

Q2. What time of the year is your facility the busiest? Summer

Q3. Are there certain times of the day when your facility is busier than others?

Monday	Multiple times throughout the day.
Tuesday	Multiple times throughout the day.
Wednesday	Multiple times throughout the day.
Thursday	Multiple times throughout the day.
Friday	Multiple times throughout the day.
Saturday	Multiple times throughout the day.
Sunday	Multiple times throughout the day.

Q4. How long does your average customer/visitor stay at your facility? 2 to 4 hours

Q5. Please rate your level of agreement with the following statements.

It is easy for my customers to find parking most weekdays.	Strongly agree
It is easy for my customers to find parking most weekends.	Agree
It is easy for my customers to find parking during special events at the SOEC.	Disagree

Q6. What parking pressures have you observed for your facility?

When there are large-scale or multiple events taking place on campus, parking becomes very limited, otherwise, there are more than enough stalls to satisfy the Casino, it simply means the later you arrive during a peak time, the further away you may have to park.

Q7. How would you address those parking pressures?

This is difficult to answer as the Casino and City tried to provide alternate transportation to the campus in the form of a shuttle from satellite lots, however, ridership was low. I believe the city's plan of buying up real estate around the SOEC is more cost effective than a parkade, and will appreciate in value, providing the City with an asset they can leverage if/when borrowing money. I also believe the parking area can be reconfigured - beginning with removing Queen's Boulevard for additional stalls.

Q8. The City has received a number of suggestions to increase the amount of parking available. Do you agree with these suggestions?

- | | |
|--|----------|
| Remove the Visitor Centre temporary trailers in the parking lot | Agree |
| Close down Alberni Street to traffic and convert to parking | Agree |
| Remove the unused entrance to the SOEC off of Hwy 97 (called the Queen's Blvd) and convert to parking | Agree |
| Build a parkade on the SOEC site and charge for parking | Disagree |
| Build a parkade on the SOEC site and don't charge for parking | Disagree |
| Reconfigure existing parking areas to single-lane, one-way traffic to add parking | Disagree |
| Develop lots recently purchased on Alberni Street into surface parking | Agree |
| Add new signage that identifies how many spots are available in a lot and directs drivers to available parking | Agree |
| Provide dedicated parking for certain buildings or activities | Disagree |

Q9. How many employees work at your facility during a typical day? More than 40

Q10. Approximately what percentage of your employees drive to work during a typical day? 75%

Q11. For your employees that drive to work, where are they most likely to park? In other offsite parking lots nearby

Q12. Do you have any other comments or suggestions regarding parking at the SOEC site?

not answered

Survey Report

08 August 2018 - 06 September 2018

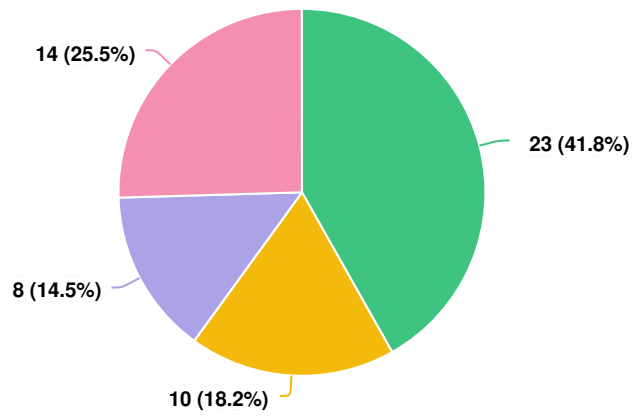
Topic #4 SOEC Parking Study Feedback Form

PROJECT: Juicy Topics Open House

Shape Your City Penticton

engagement 
by Bang the Table

Q1 Which parking area are you most interested in at the SOEC complex?



Question options

- Community Centre / Convention Centre
- Memorial Arena / Casino / OHTC
- Curling Club / SOEC
- Other

Optional question (55 responses, 3 skipped)

Q2 | If you said other, please describe.

Casino Casino should have to build a park aid at their expense, same as lakeside had to do

Memorial Arena / Casino / OHTC and Curling Club / SOEC

Community Centre / Convention Centre and Memorial Arena / Casino / OHTC and Curling Club / SOEC

Community Centre / Convention Centre and Curling Club / SOEC

Community Centre / Convention Centre and Curling Club / SOEC

Public transit improvement build parkade

Community Centre / Convention Centre and Alberni / Baseball Field

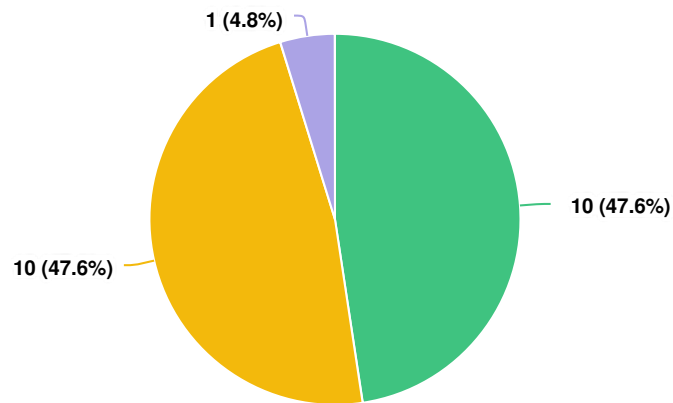
Memorial Arena / Casino / OHTC and Curling Club / SOEC

Memorial Arena / Casino / OHTC and Curling Club / SOEC and Alberni / Baseball Field

I think a combination of Memorial Arena and the Casino as it is very congested between and around the two.

Optional question (10 responses, 48 skipped)

Q3 Are any guiding principles missing from the list?



Question options

- No
- Yes
- No opinion

Optional question (21 responses, 37 skipped)

Q4 | If you said yes, please explain why?

What is wayfinding? Never heard of that in any parking/traffic study. The intersection where the roundabout is with the Vees statue was never designed for the traffic volumes it is currently dealing with. Traffic/cycling/foot traffic is very dangerous with casino located there now. Also Queens Park school traffic also leads to the congestion. Why is the right lane south of the traffic circle narrowed for about 50 meters then gets wider for a right turn lane. That needs to be corrected at the very least. I could on about the traffic in the area due to casino but this current council created this mess and now expect the public and \$ from traffic engineers to resolve it. Use the casino money to fix this properly as the casino is not going to be moved. prioritize alternative means of transporation. I went to the John Fogerty concert (great concert) I was the only bike parked on the only bike rack for 6 bikes. It was a beautiful warm evening and the commute was great. I also passed over 30 cars on my way out that were stuck in the congestion leading into the roundabout.

Support special needs parking and access to various buildings.

Impact of pay parking

Parking Garage

City created the whole problem Leave the residential streets alone

Minimize the need to tear down houses

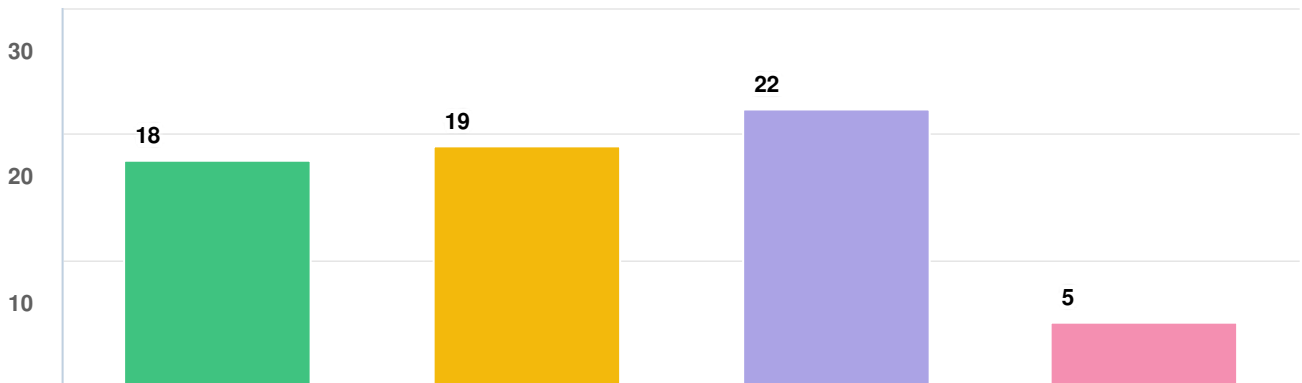
ensure a reasonable cost to residents/locals

expand public transit

During events, provide a shuttle from around Penticton and bring to front doors rather than individuals parking a vehicle. The shuttle should not be expensive and run at different times.

Optional question (10 responses, 48 skipped)

Q5 Which of the options to RECONFIGURE EXISTING LOTS do you think should be considered for further analysis (i.e. feasibility ...



Question options

- Option A1 - Curling Club / SOEC Lot (add 13 spaces, capacity of 183)
- Option A2 - Community Centre / Convention Centre Lot (add 18 spaces, capacity 271)
- Option A3 - West Staff Lot (add 34 spaces, capacity 114)
- None of the above.

Optional question (58 responses, 0 skipped)

Q6 Do you have any comments on the options to reconfigure the lots?

Casino should have been forced to contribute to parking solution. That horse has left the barn. Now a more costly solution needs to be found. Buying houses on Eckhardt is not the answer. Fix Vees way roundabout and bite the bullet with a parkade. The land on Eckhardt can be sold to finance the parkade to a small extent.

Extra parking is needed and should be a cost to the Casino, Not the City!

Same comment as above. Increase shuttles, cycling etc.

One of the problems with local street parking during events is people do not want to pay for parking. As long as pay parking is required during events, the surrounding streets will have this parking issue. They fill up first, then the parking areas fill up.

Purchase of additional lands to the west.

Probably wont make much difference

This will continue to be a problem I think because of location chosen for casino. It was always busy BEFORE casino and wine store was built. Wine store is not in good location Tourist Office better

City has no problem buy property for parking! Forget parking buy some land for parking, Dig up the roads thru gyropark

Make the casino build a parkade for their patrons

But would require an over and underpass for pedestrians

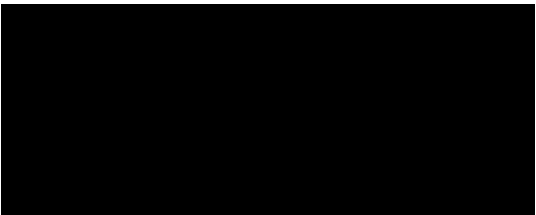
Star with the one most used

have some oversized lots (for Rv's etc.) so they're not required to take 2 lots

Do not take out centre driveway getting in and out is hard enough now and emergency vehicle needs

Should not be purchasing residential property for parking. For major events, parking lots downtown could be used and shuttle services offered.

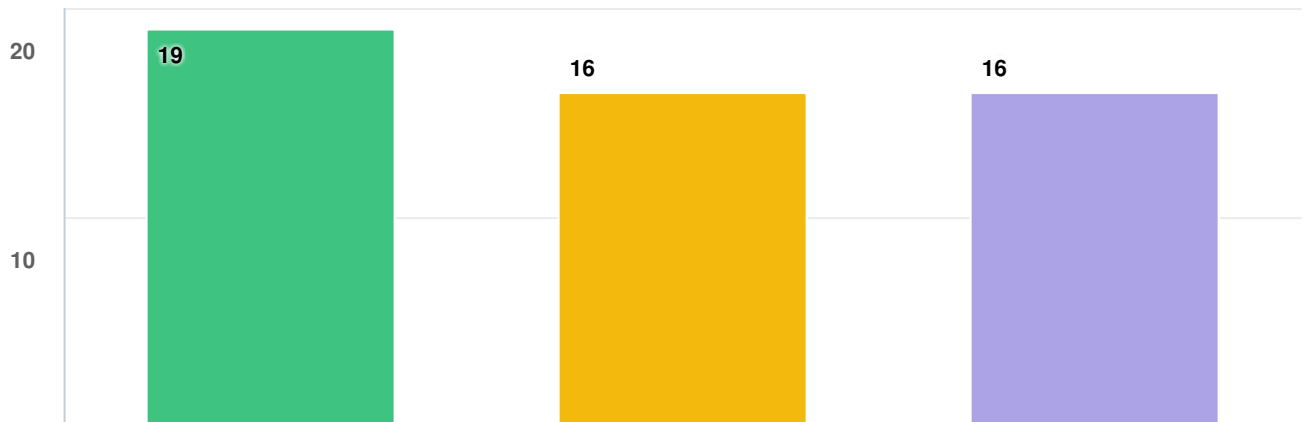
Staff should park on lot furthest away!



Residents along side streets are not happy with increased parking taking up their street parking. Why do the surrounding residents have to put up with parking on their streets where they live?
Adding a few spaces won't solve the real problem - when there is an event. Many attendees, myself included, park outside SOEC because the traffic flow is awful to leave after an event, with people having to wait for through traffic on Power St. A series of one or two additional traffic circles instead of the existing exits could ease the problem

Optional question (17 responses, 41 skipped)

Q7 Which of the options to DEVELOP NEW PARKING do you think should be considered for further analysis (i.e. feasibility and co...



Question options

- Option A4 - New Eckhardt Lot (add 116 spaces)
- Option A5 - Eckhardt Lot Expansion (add 60 spaces)
- None of the above.

Optional question (58 responses, 0 skipped)

Q8 | Do you have any comments on the options to add parking?

Take out the two lanes that were designed to be used as right in and right out as DOT will never approve access off of Highway 97. Parkade.....sell lot and houses that were purchased west of Alberni on Eckhardt to defray costs. Council in 2001 forced Lakeside to build a parkade and this council did not even blink when casino was moving and think about parkade. Extra parking is needed and should be a cost to the Casino, Not the City!

Increase parking density on the site already. Stop buying more land for surface parking. Create a parking structure and hide it using proper urban planning techniques that any developer would be required to meet but then when it comes to the SOEC we have the biggest surface parking lot in town just as you enter town. Adding more parking will make just make more people drive to events because it is convenient. Induced demand. If you make it more convenient to bike or walk to events then more people will bike and walk. Pay parking helps make walking and biking more attractive. You could build parking fees into ticket prices at check out to prevent big line ups at ticket machines, you could even have a "i'm walking/biking option you give someone a discount for not driving and parking"

One of the problems with local street parking during events is people do not want to pay for parking. As long as pay parking is required during events, the surrounding streets will have this parking issue. They fill up first, then the parking areas fill up.

Add as much as you can for the least cost. Charge the SOEC and Casino a portion as it is their businesses that require this parking.

Too far to walk in the winter/cold/ice/snow/rain

Parking Garage

Parkade tower

Parking Structure

Don't use precious land for 1 level parking!

Lets utilize what we have more efficiently

only consider after developing existing lots

In all cities sometimes events are on and its really hard to park. We cant guarantee a parking spot and nor we shall!

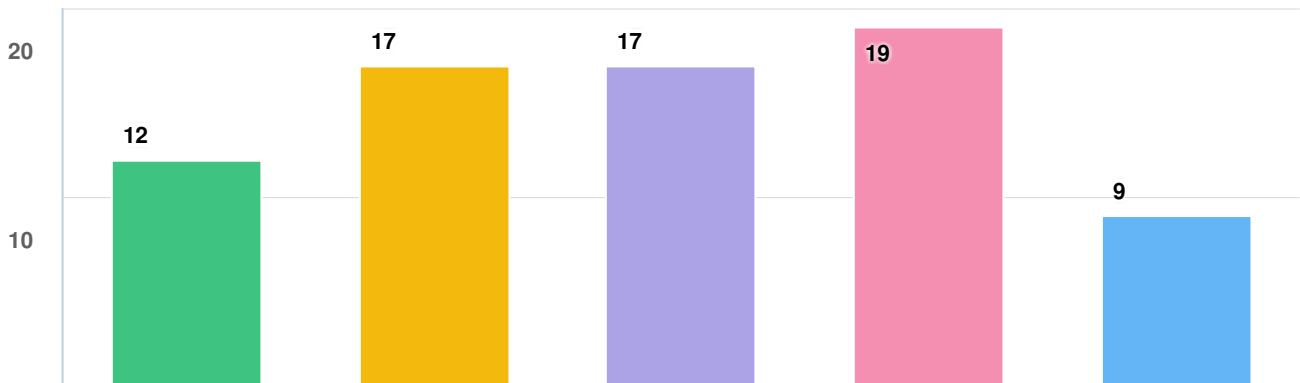
Would better lighting encourage people to use Kings Parking Lot and walk to events. Eckhardt is quite dark, especially for women to walk back after an evening event.

Instead of buying up houses, put that money towards parkade.

The Casino should have been required to develop parking underneath. Instead, it uses up parking. The only acceptable solution (without paving more land!) is a parkade between SOEC and the Casino

Optional question (16 responses, 42 skipped)

Q9 Which of the options to introduce **PARKING MANAGEMENT AND POLICIES** do you think should be considered for further analysis (i...



Question options

- Option B1 - On-street Restrictions (Resident Only Parking)
- Option B2 - SOEC Parking Restrictions (2 and 4 hour restricted parking)
- Option B3 - Pay Parking
- Option B4 - Transportation Demand Management (carpooling, secure bike areas)
- None of the above.

Optional question (58 responses, 0 skipped)

Q10 Do you have any comments on the options to introduce new parking policies?

Before casino relocating everything was manageable. Council needs to take leadership on this issue.

Extra parking is needed and should be a cost to the Casino, Not the City!

One of the problems with local street parking during events is people do not want to pay for parking. As long as pay parking is required during events, the surrounding streets will have this parking issue. They fill up first, then the parking areas fill up.

Carpooling sounds good but not practical on grand scale. Bike areas should be researched, but a seasonal option.

How about the first hour free then pay for the balance.

The issue is so infrequent annually that it doesn't justify any of these options IMO. Further, with tourism being such an important industry for this community, I question why the City always looks to paid parking as an option. The 2 hour parking meter limits are a hindrance

Parking Garage

Casino built parkade

Make a larger drop off area for hockey rink Have pay parking so that you pay as you exit only

Parking Structure

Don't think restrictions are the way to go

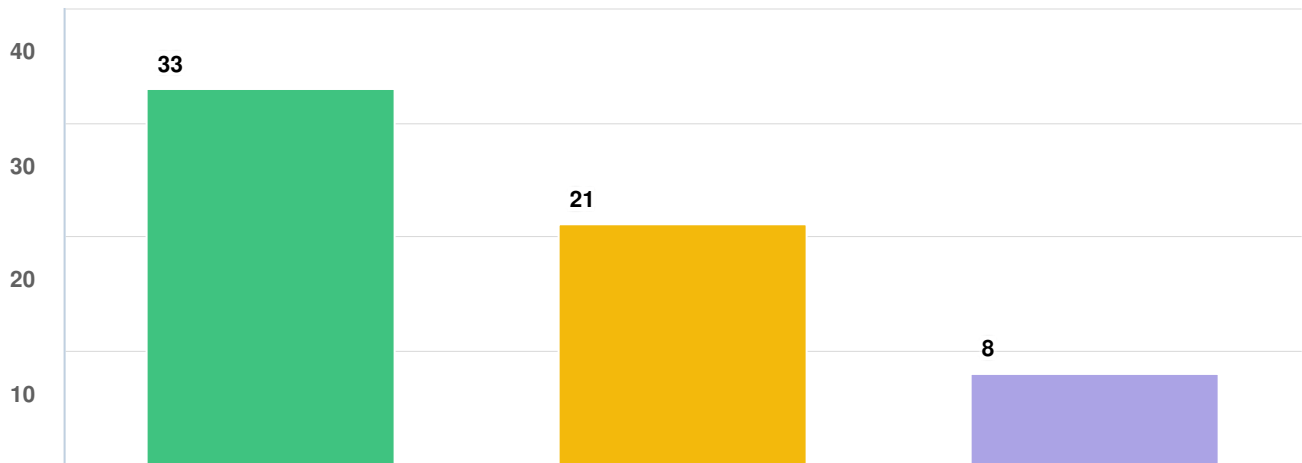
Option B3 is too high

As mentioned earlier, a shuttle bus during events, to alleviate the need to park

Provide a shuttle to an off-site parking lot (college campus?)

Optional question (15 responses, 43 skipped)

Q11 Which of the options to IMPROVE WAYFINDING do you think should be considered for further analysis (i.e. feasibility and cos...

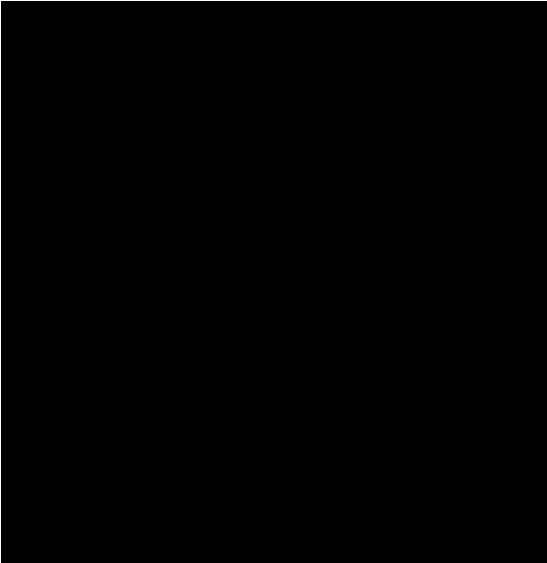


Question options

- Option C1 - Site Access Wayfinding Signage
- Option C2 - On-site Wayfinding Signage
- None of the above.

Optional question (58 responses, 0 skipped)

Q12 Do you have any comments on the options to improve wayfinding?



Define wayfinding?

If the buildings were labelled with their names, all would be clear. It is only 4 buildings! SOEC, CURLING , CASINO and ARENA

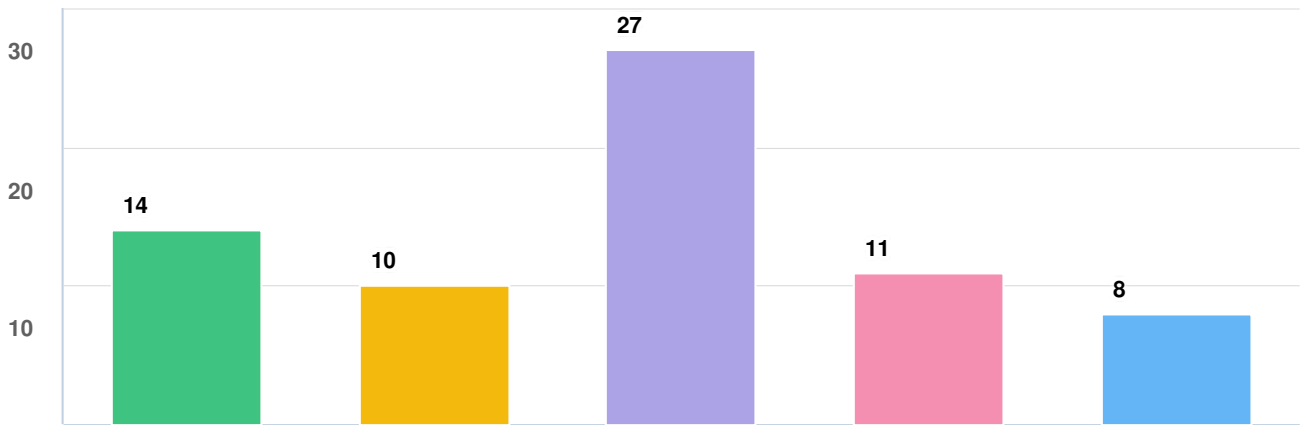
Large, Large signage, well lite up!

One entrance into pay parking, one exit to pay when leaving

Love this option

Optional question (5 responses, 53 skipped)

Q13 Which of the options to IMPROVE PEDESTRIAN CONNECTIONS do you think should be considered for further analysis (i.e. feasibi...

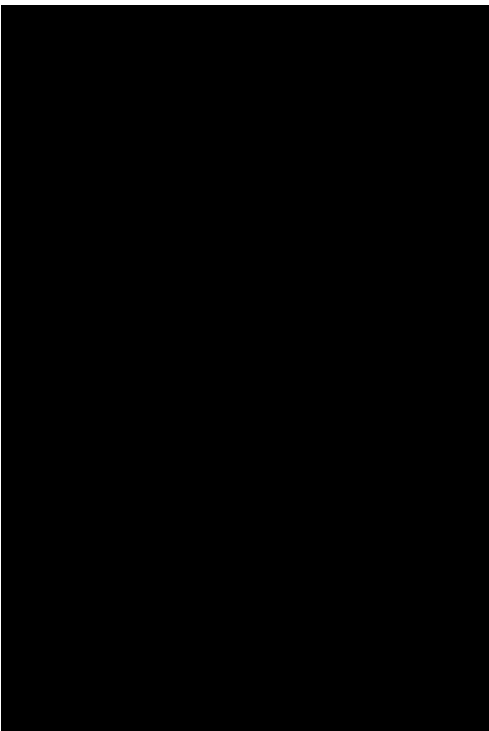


Question options

- Option D1 - Casino Pedestrian Facilities
- Option D2 – Memorial Arena Loading Zone Expansion
- Option D3 – SOEC Crosswalks
- Option D4 – Curling Club-Eckhardt Connection
- None of the above.

Optional question (58 responses, 0 skipped)

Q14 | Do you have any comments on the options to improve pedestrian connections?



Utilize the golf course parking lot via a pedestrian overpass. The casino/SOEC is busy at night when the golf course is dark. City leases the land to the golf course for minimal \$. That parking lot sits idle from 6 pm until 6 am

Too bad an overpass was not listed. \$\$\$\$\$??

No more sidewalks - lights are adequate

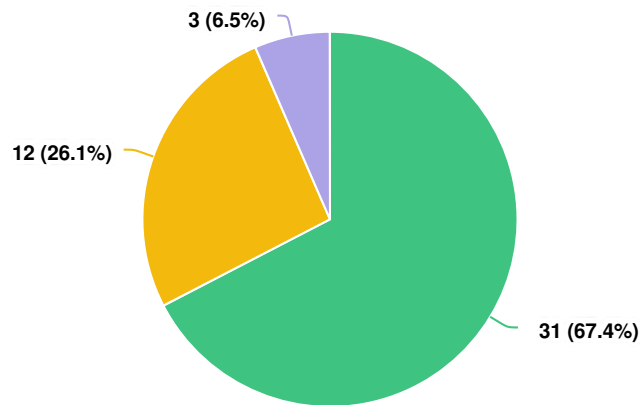
Casino Parkade

Option D1 should be the casino's responsibility

Only high volume events need help and those are all SOEC related.

Optional question (6 responses, 52 skipped)

Q15 | Do you think Option D - Parking Structure should be considered for further evaluation?



Question options

- Yes
- No
- No opinion

Optional question (46 responses, 12 skipped)

Q16 | The Option E series includes the option for a parking structure. Do you have any comments on this option?

Parkade, reconfiguring roundabout, utilizing golf course parking lot, selling Eckhardt lands to finance parking enhancements/ parkade.

See comment above about hiding the parking structures from site.

Expensive.

Once again, not one of these buildings should have been built without a parking plan built in to their blueprints. This corner lot of Eckhardt and Power is densely populated by construction, so why not add a 3 or less story parkade right in front of the Casino.

Pay parking within structure, until paid for

Absolutely - share cost casino/city

Future sustainability and ease of use!

built with a vote from the people

Why not build a parkade right on the existing parking lot? Go up, not out!

Onsite rep. suggested a structure would be 10-12 million - which is not out of line

Long term for future development

Too costly when we have yet to try other options yet

overkill at this time at enormous cost

Option A4 - New Eckhardt Lot (add 116 spaces) and Option A5 - Eckhardt Lot Expansion (add 60 spaces) Get it done Be progressive not wait

If so, please consider the natural light that (currently) comes into the aquatic centre providing an extremely unique aquatic environment for both patrons and staff

Besides the fact that I think the casino should pay for a parking structure, it



makes the most sense land use wise. I would rather see that land go towards affordable housing.
way too costly

Too expensive.

Although a parking garage is expensive to build, it still needs to be reasonably priced to use. Perhaps necessary staff at events could use it instead of using up the parking lot.

Optional question (19 responses, 39 skipped)

Q17 Were any options missing that you would like to see more information on?

Extra parking is needed and should be a cost to the Casino, Not the City!

Again see long winded reply above

There is an Urban Cycling Group who created a bike valet for the farmers market. There has been consideration to bring the valet to SOEC and Peach Fest to encourage more biking

The casino should pay for parking that was the straw that broke the camels back!

not much discussion here on parking structures

If pay parking is introduced at community centre/convention centre - there should be 2 hour free parking allowed for community centre regular users. use need safe places for our bikes at the community centre.

Public transit

Parking structure

make the casino pay for more parking, maybe the PIB could contribute?

Accessibility for those with mobility challenges

Better public transportation from mall's to SOEC/Community Centre/Convention Centre

I think that flaggers/police should control traffic around the roundabout before/after events.

Just want to compliment the team that has been putting the previous input together the online and the newspaper info. Also to Bregje for her well informed conversation.

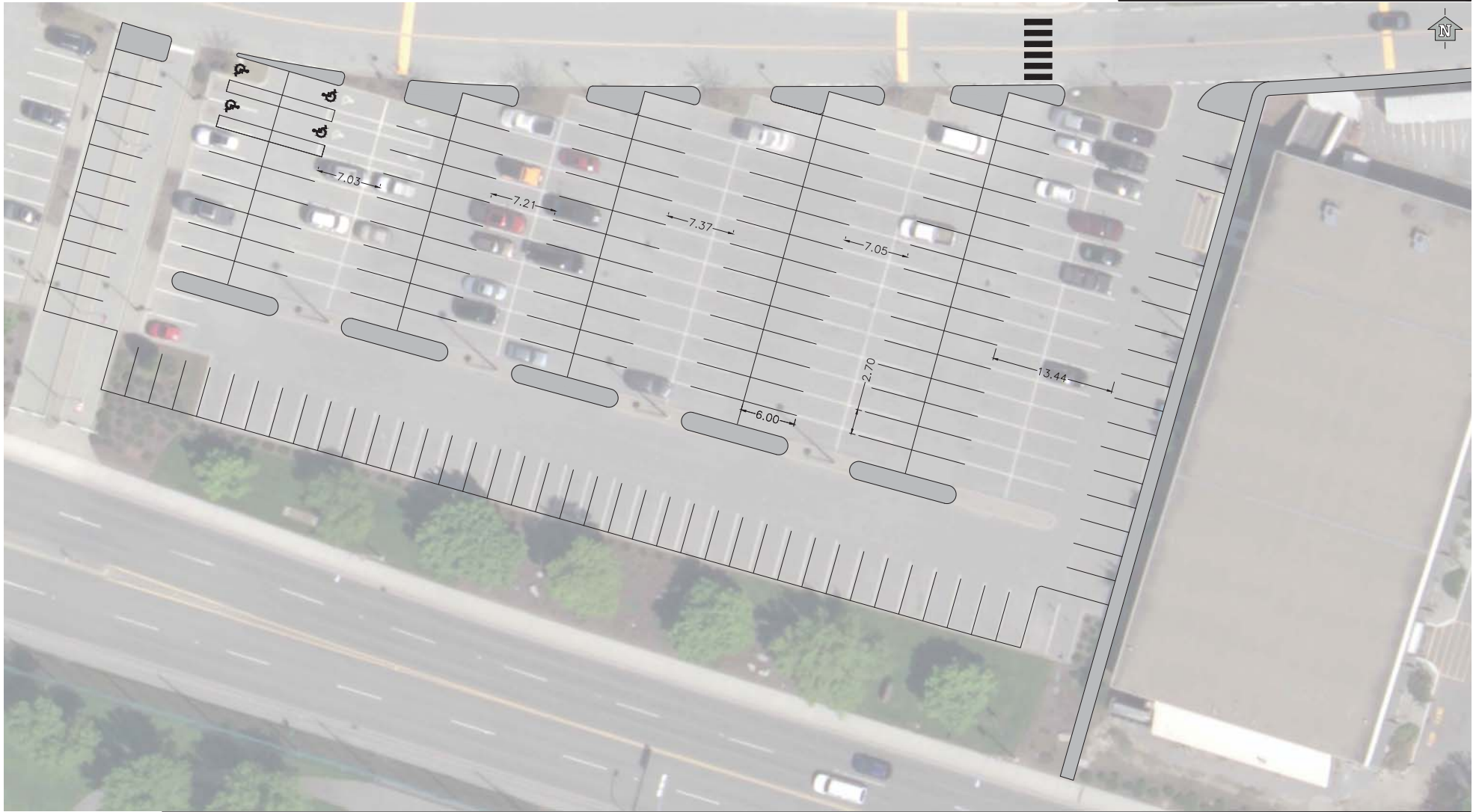
Due to the high cost of land, options should be thoroughly reviewed to have a parking garage. Cost of land/loss of tax base must be configured into cost of parking lots.

Optional question (14 responses, 44 skipped)

APPENDIX D

Conceptual Option Design Drawings

SOUTH EAST LOT OPTION 1



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CITY OF PENTICTON
SOEC PARKING UPGRADES

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SOUTH EAST PARKING LOT
OPTION 1

SOUTH EAST LOT OPTION 2

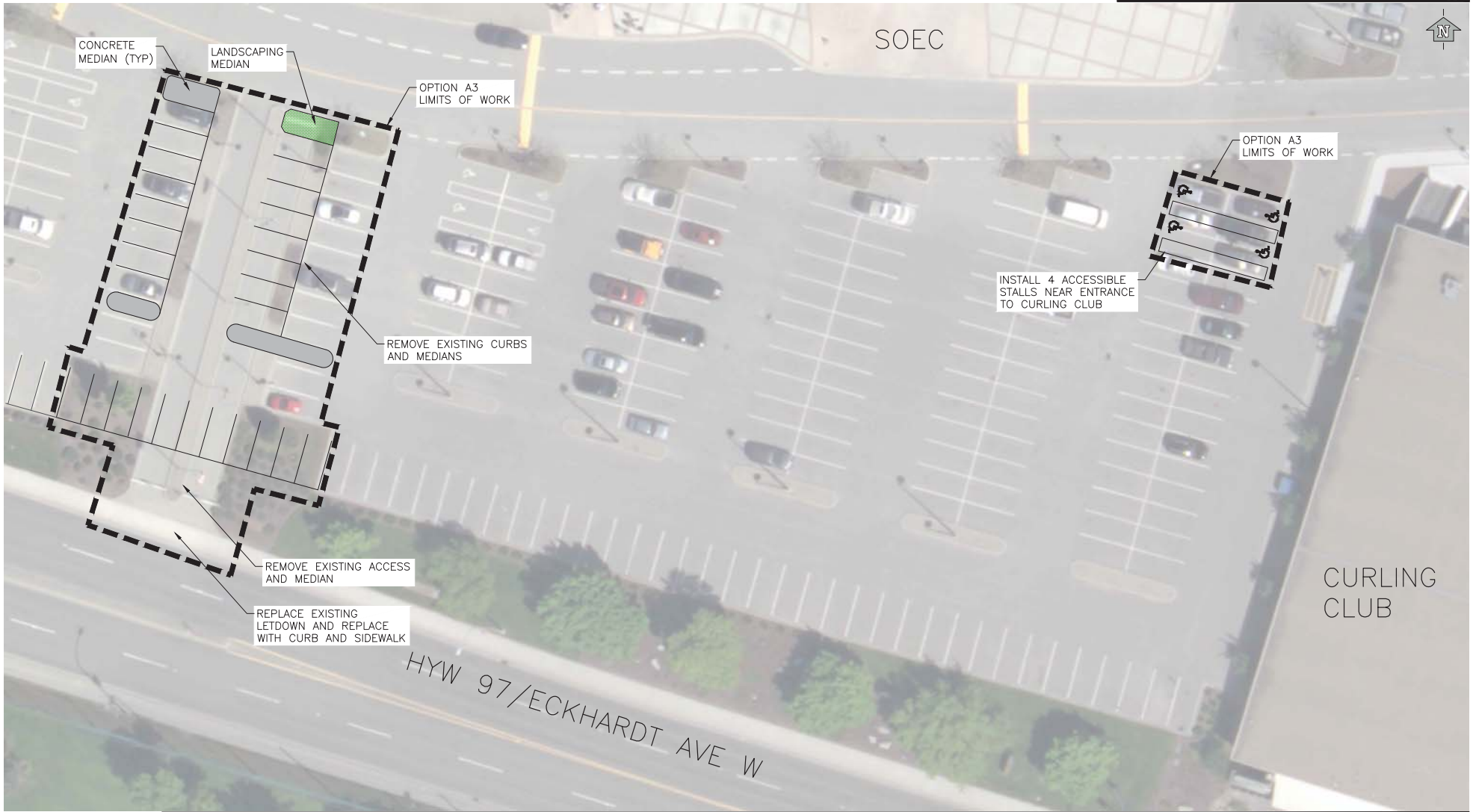


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SOUTH EAST PARKING LOT
OPTION 2

OPTION A3



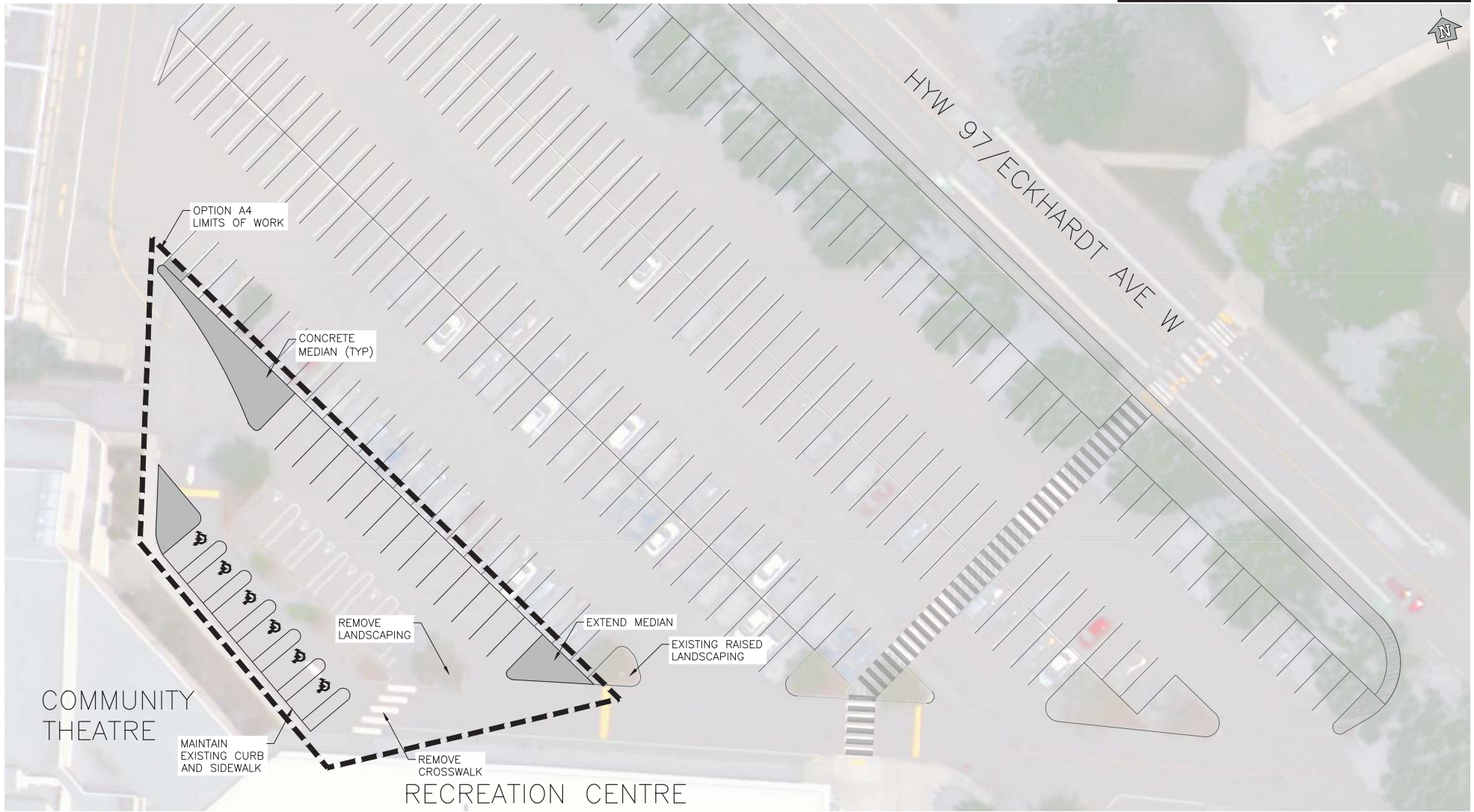
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OPTION A3:
CURLING CLUB/SOEC LOT RECONFIGURATION

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OPTION A4



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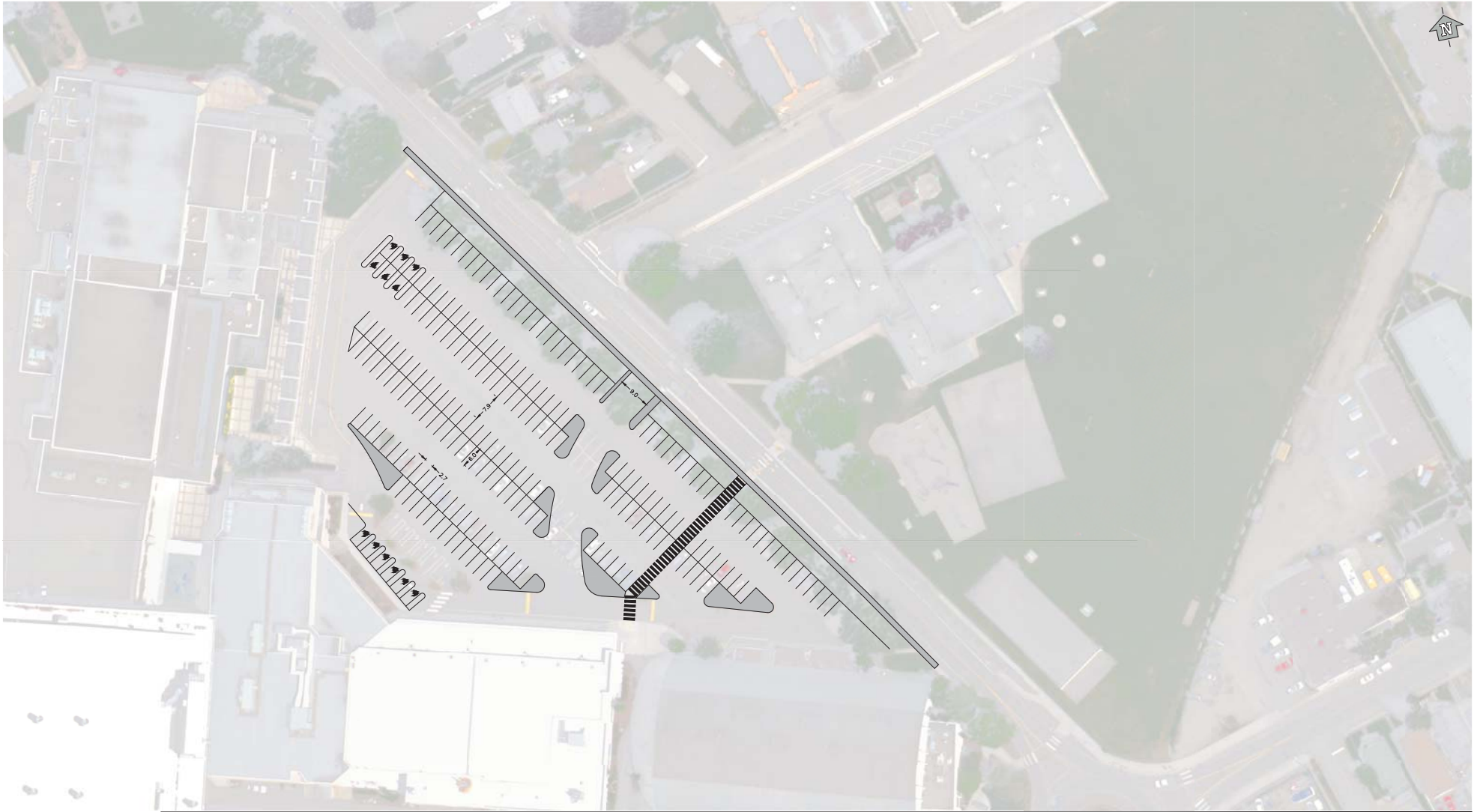


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OPTION A4:
COMMUNITY/CONVENTION CENTRE LOT

CONVENTION PARKING OPTION 2



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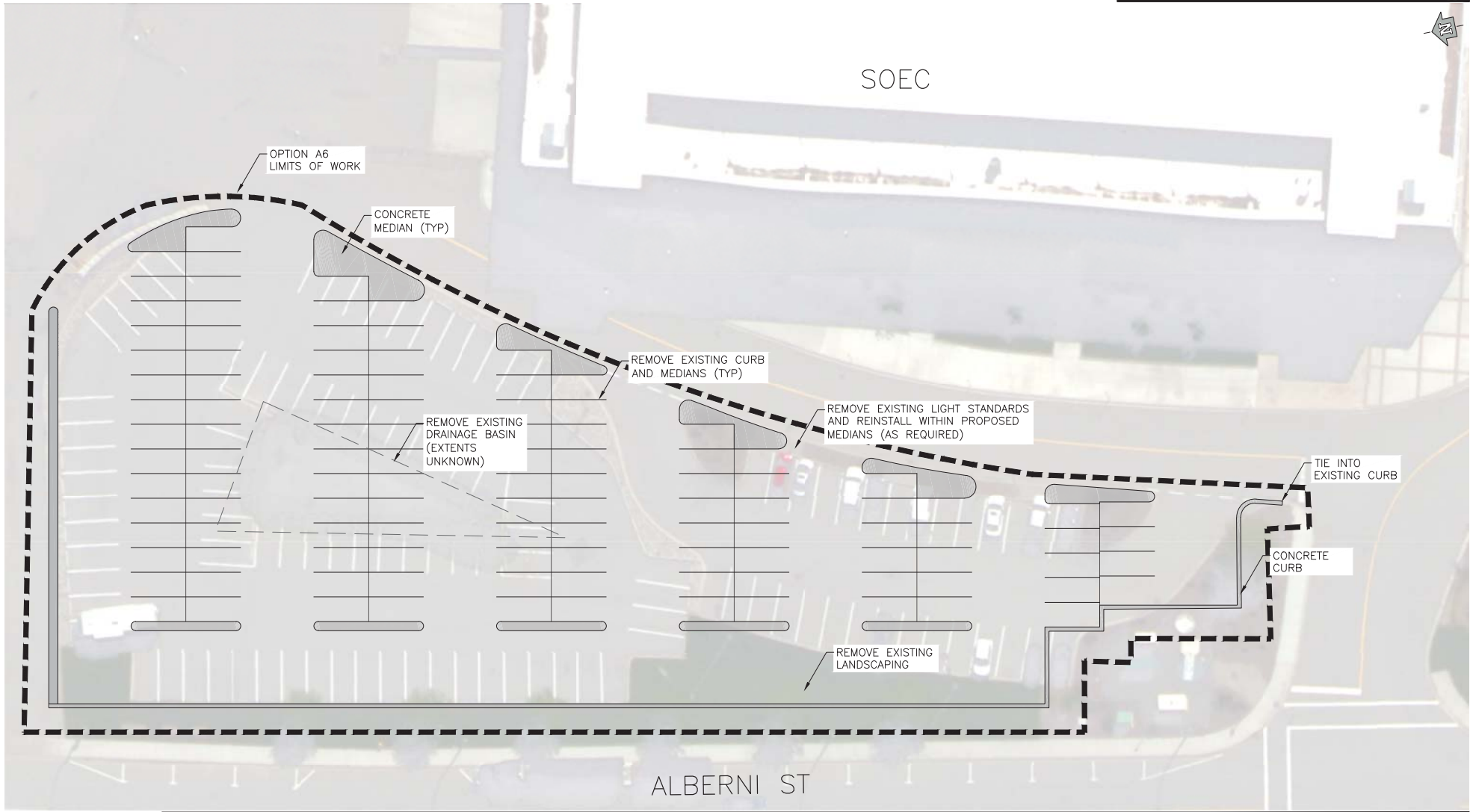
CITY OF PENTICTON
SOEC PARKING UPGRADES

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CONVENTION PARKING LOT
OPTION 2

OPTION A6



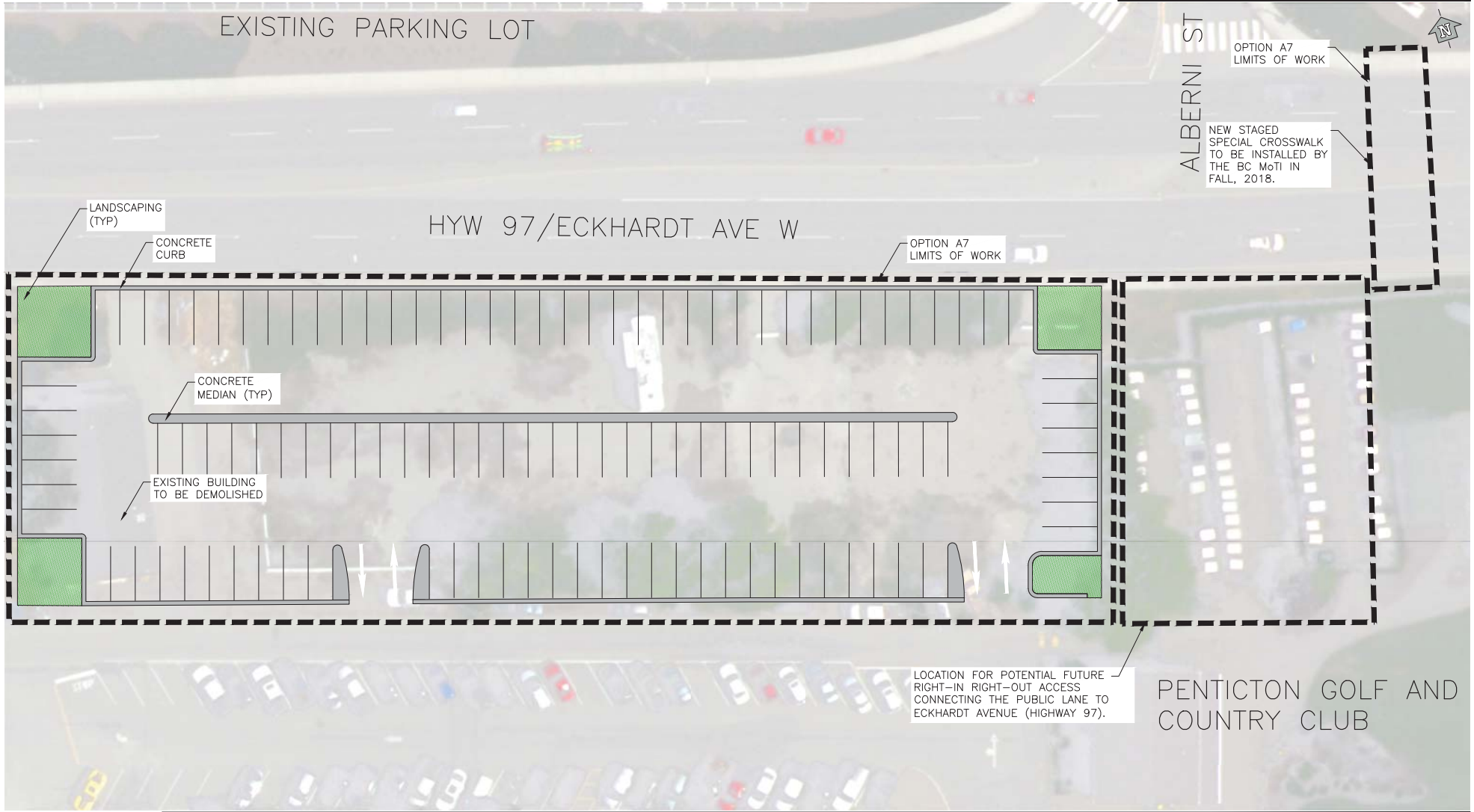
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CITY OF PENTICTON SOEC PARKING UPGRADES		
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OPTION A6:
WEST SOEC LOT

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OPTION A7



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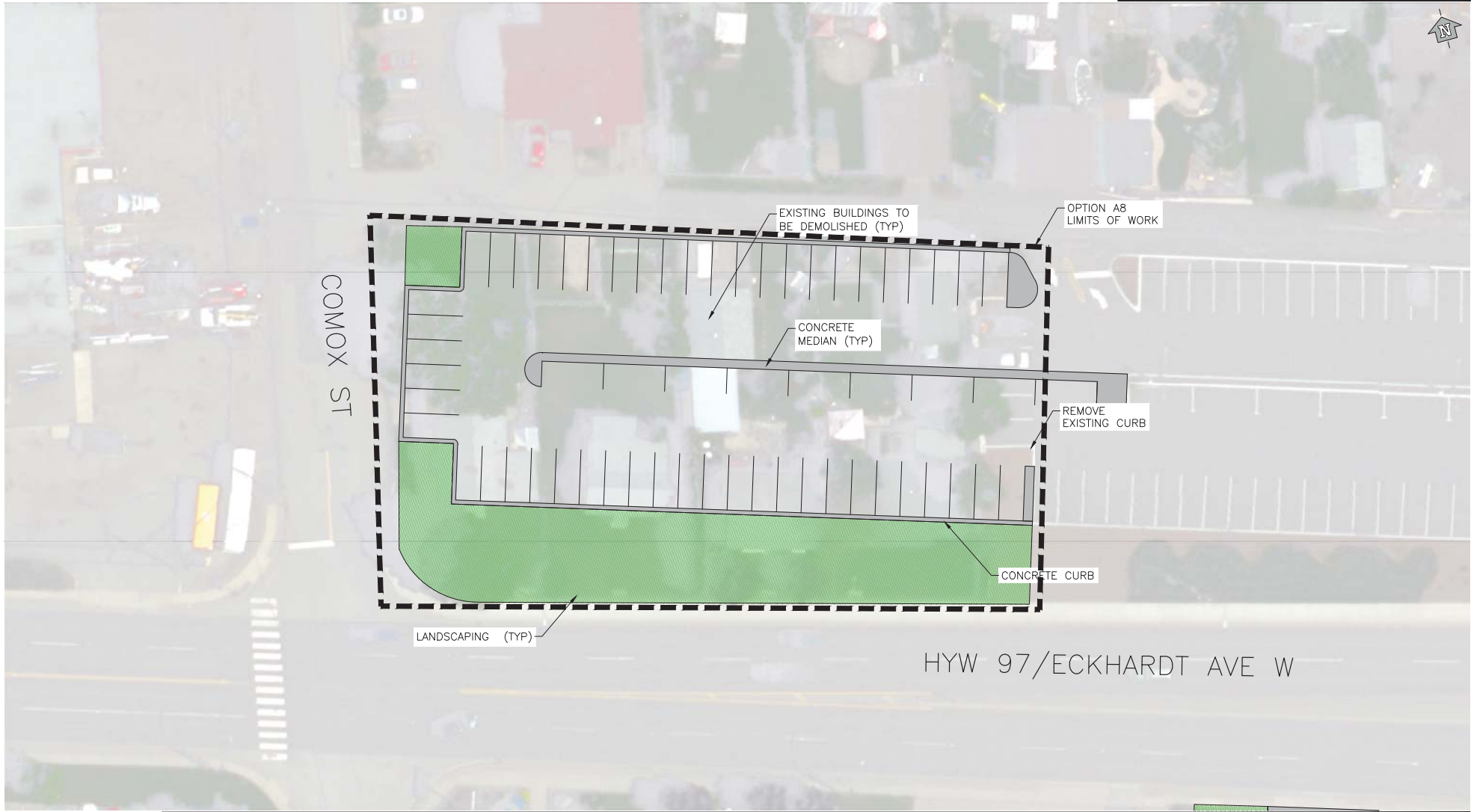


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OPTION A7:
NEW ECKHARDT LOT

OPTION A8



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OPTION A8:
ECKHARDT LOT EXPANSION

NORTH WEST LOT

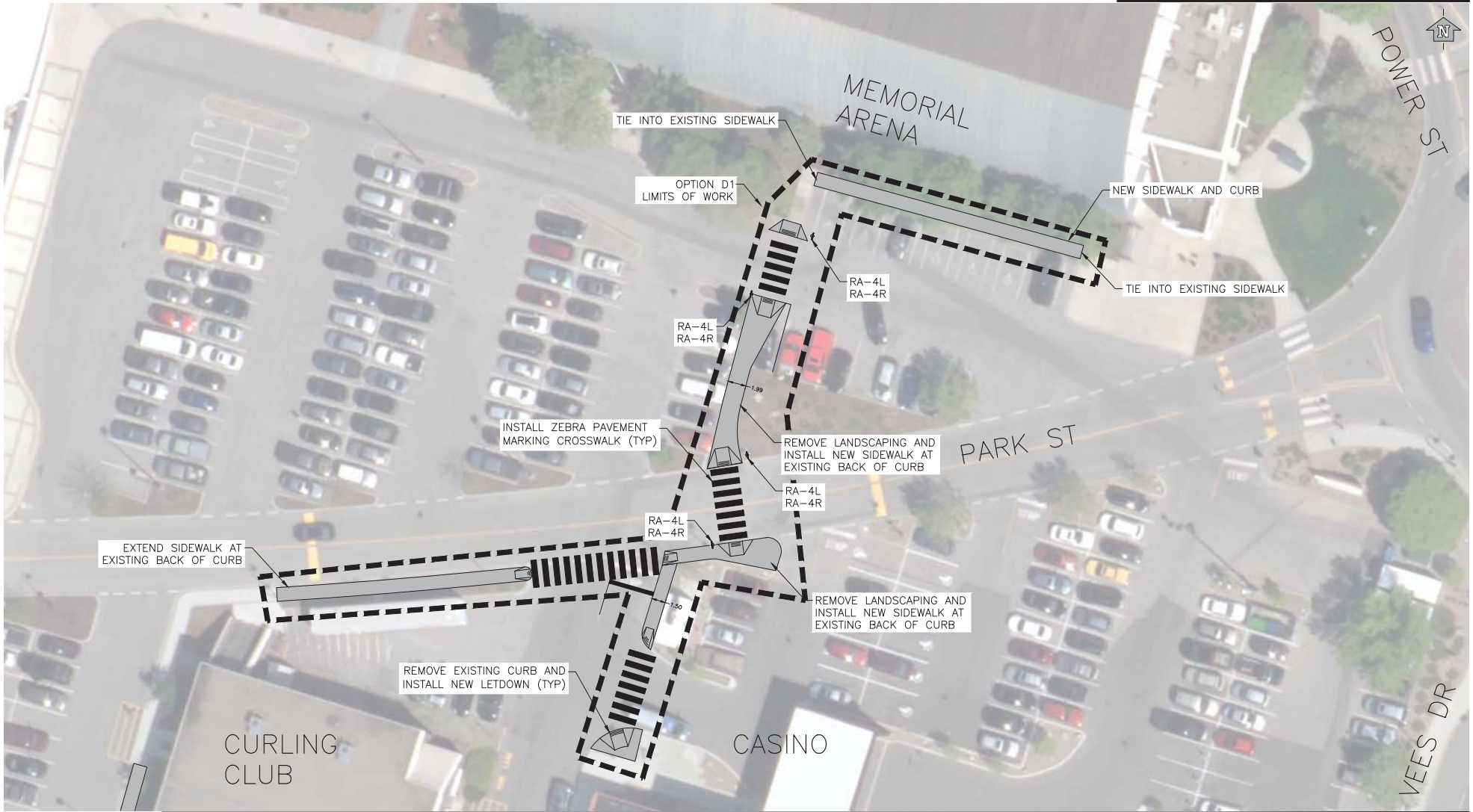


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NORTH WEST LOT
PROPOSED LOT

OPTION D1



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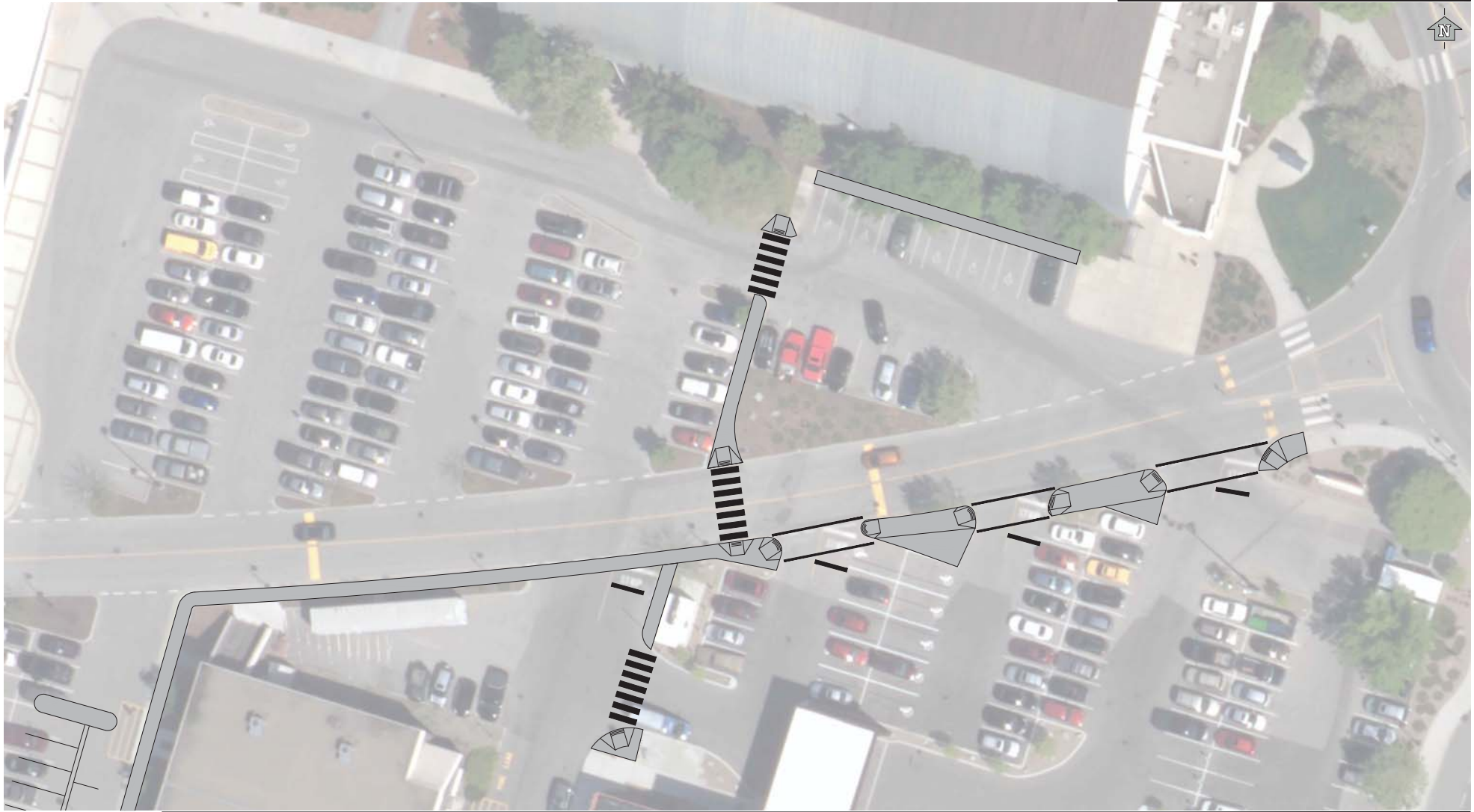


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OPTION D1:
CASINO PEDESTRIAN FACILITIES

CASINO-MEMORIAL LOTS



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CITY OF PENTICTON
SOEC PARKING UPGRADES

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CASINO-MEMORIAL LOTS
PROPOSED SIDEWALKS

CASINO-MEMORIAL LOTS



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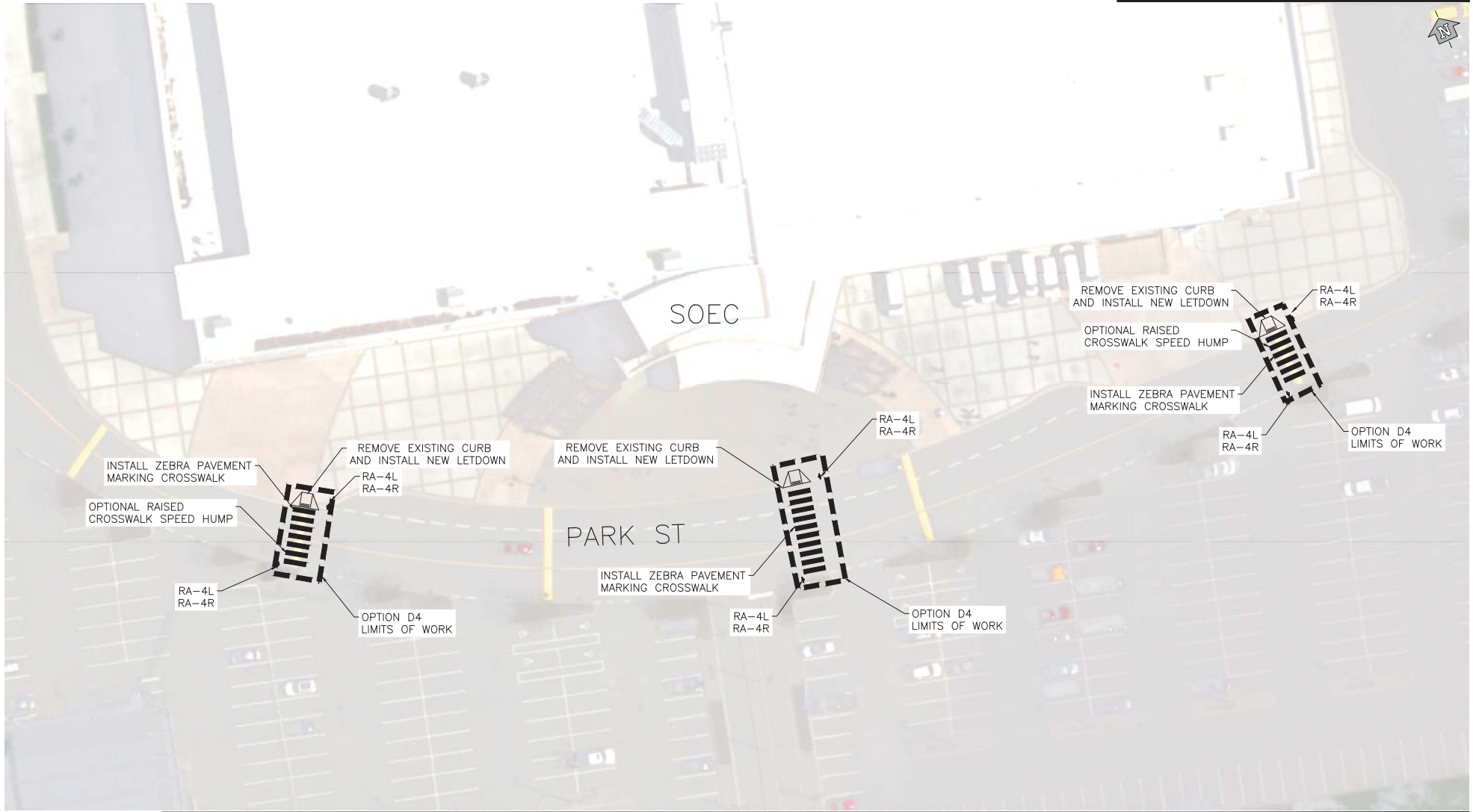


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CASINO-MEMORIAL LOTS
LOADING ZONE

OPTION D4



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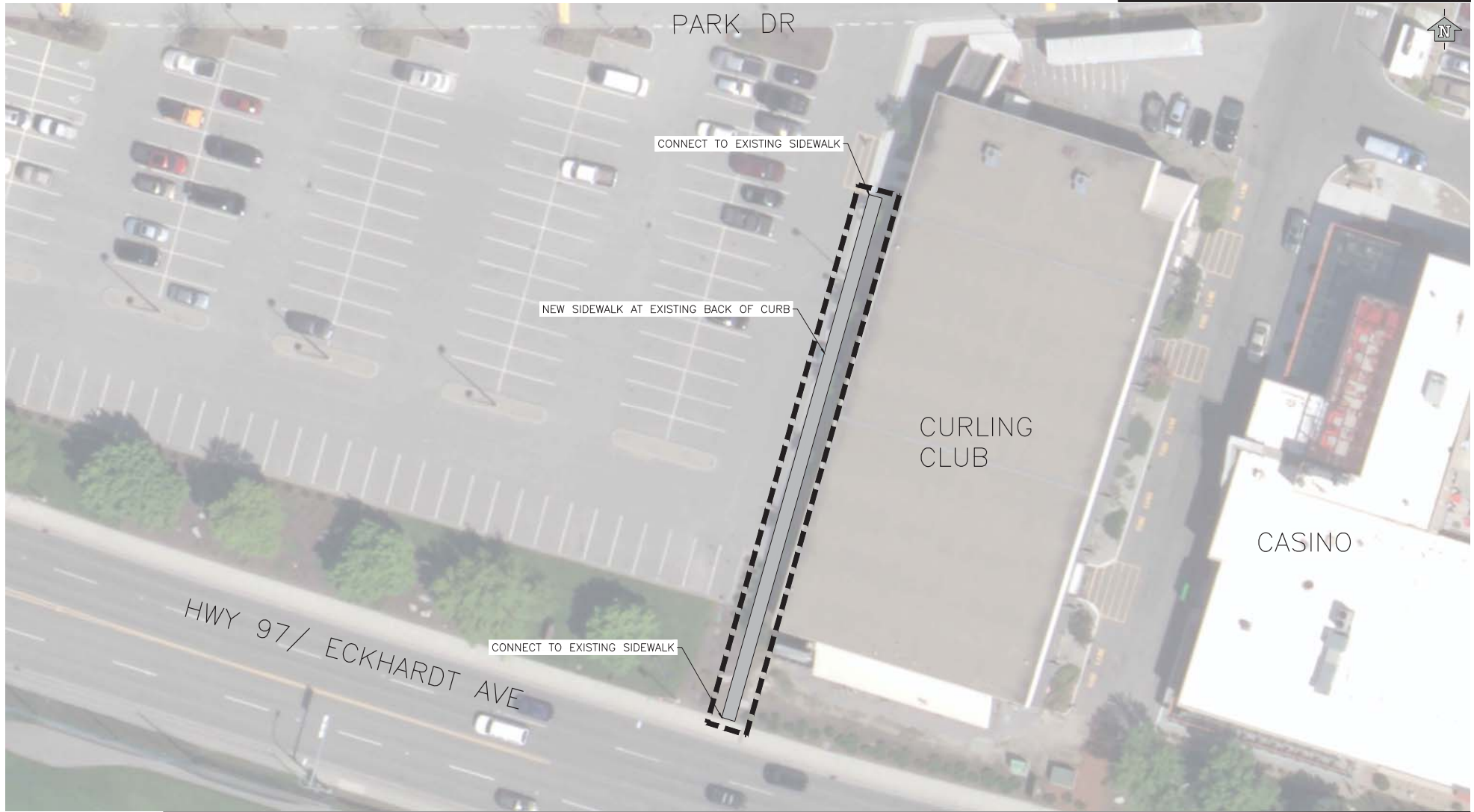


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OPTION D4
SOEC CROSSWALKS

OPTION D5



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OPTION D5:
CURLING CLUB-ECKHARDT CONNECTION

APPENDIX E

Recommended Options Cost Estimates

CITY OF PENTICTON



**SCHEDULE OF QUANTITIES AND PRICES
Option A3: Curling Club / SOEC Lot Reconfiguration**

DESCRIPTION	UNIT	QUANTITY	UNIT PRICE	TOTAL AMOUNT
Removals				
Remove and dispose of existing concrete curb	m	293	\$10.00	\$2,930.00
Remove and dispose of existing concrete	m2	36	\$15.00	\$540.00
Remove and dispose of existing asphalt - all thicknesses	sq. m	72	\$5.00	\$358.00
Relocate existing light standards	each	4	\$2,000.00	\$8,000.00
Remove and dispose of existing flag pole	each	5	\$500.00	\$2,500.00
Remove and dispose of existing landscaping	sq. m	144	\$8.00	\$1,153.60
Remove and cap irrigation	LS	1	\$500.00	\$500.00
Miscellaneous Removals	LS	1	\$2,000.00	\$2,000.00
Remove existing paint lines	LS	1	\$2,500.00	\$2,500.00
Section Sub-total:				\$ 20,481.60
Concrete Walks, Curbs and Gutters				
Concrete curb	m	118	\$105.00	\$12,379.50
Concrete sidewalk	sq. m	36	\$100.00	\$3,600.00
Enhance concrete paving (center median cap)	sq.m	50	\$105.00	\$5,271.00
Section Sub-total:				\$ 21,250.50
Roadway Excavation, Embankment and Compaction				
Subgrade preparation (incl. finishing and compaction - road, multi-use pathway, driveways)	sq. m	370	\$1.50	\$555.60
Section Sub-total:				\$ 555.60
Granular Base				
Granular base, 19 mm minus MMCD crushed granular base				
- 150mm thickness	sq. m	370	\$6.00	\$2,222.40
Section Sub-total:				\$ 2,222.40
Hot-Mix Asphalt Concrete Paving				
Asphalt course - 50mm Surface Course	sq. m	370	\$20.00	\$7,408.00
Section Sub-total:				\$ 7,408.00
Painted Pavement Markings				
Paint marking layout	LS	1	\$750.00	\$750.00
Pavement Marking	LS	1	\$2,500.00	\$2,500.00
Section Sub-total:				\$ 3,250.00
Landscaping & Irrigation				
Landscaped area	sq. m	10	\$25.00	\$252.50
Section Sub-total:				\$ 252.50
Electrical				
Lighting	LS	1	\$10,000.00	\$10,000.00
Section Sub-total:				\$ 10,000.00
Sub-total:				\$ 65,421
35% Contingency (Class D)				\$ 22,897
Sub-Total:				\$ 88,000
5% Mobilization				\$ 4,400
10% Engineering:				\$ 8,800
Total				\$ 101,000

CITY OF PENTICTON



**SCHEDULE OF QUANTITIES AND PRICES
Option A4: Community/Convention Centre Lot**

DESCRIPTION	UNIT	QUANTITY	UNIT PRICE	TOTAL AMOUNT
Removals				
Remove and dispose of existing concrete curb	m	91	\$10.00	\$906.00
Relocate existing light standards	each	2	\$2,000.00	\$4,000.00
Remove and dispose of existing landscaping	sq. m	90	\$8.00	\$720.80
Remove existing paint lines	LS	1	\$2,500.00	\$2,500.00
Remove and cap irrigation	LS	1	\$500.00	\$500.00
Remove and dispose of existing asphalt Speed bumps	LS	1	\$1,000.00	\$1,000.00
Section Sub-total:				\$ 9,626.80
Concrete Walks, Curbs and Gutters				
Concrete curb	m	85	\$105.00	\$8,872.50
Enhance concrete paving (center median cap)	sq.m	112	\$105.00	\$11,760.00
Section Sub-total:				\$ 20,632.50
Roadway Excavation, Embankment and Compaction				
Subgrade preparation (incl. finishing and compaction - road, multi-use pathway, driveways)	sq. m	90	\$1.50	\$135.15
Section Sub-total:				\$ 135.15
Granular Base				
Granular base, 19 mm minus MMCD crushed granular base				
- 150mm thickness	sq. m	90	\$6.00	\$540.60
Section Sub-total:				\$ 540.60
Hot-Mix Asphalt Concrete Paving				
Asphalt course - 50mm Surface Course	sq. m	90	\$20.00	\$1,802.00
Section Sub-total:				\$ 1,802.00
Painted Pavement Markings				
Paint marking layout	LS	1	\$500.00	\$500.00
Pavement Marking	LS	1	\$2,500.00	\$2,500.00
Section Sub-total:				\$ 3,000.00
Electrical				
Lighting	LS	1	\$10,000.00	\$10,000.00
Section Sub-total:				\$ 10,000.00
Sub-total:				\$ 45,737
35% Contingency (Class D)				\$ 16,008
Sub-Total:				\$ 62,000
5% Mobilization				\$ 3,100
10% Engineering:				\$ 6,200
Total				\$ 71,000

CITY OF PENTICTON



**SCHEDULE OF QUANTITIES AND PRICES
Option A6: West SOEC Lot**

DESCRIPTION	UNIT	QUANTITY	UNIT PRICE	TOTAL AMOUNT
Removals				
Remove and dispose of existing concrete curb	m	391	\$10.00	\$3,911.00
Remove and dispose of existing asphalt - all thicknesses	sq. m	3,860	\$5.00	\$19,301.00
Relocate existing light standards	each	5	\$2,000.00	\$10,000.00
Remove and dispose of existing landscaping	sq. m	597	\$8.00	\$4,773.60
Remove existing drainage basin	LS	1	\$500.00	\$500.00
Remove and dispose of existing concrete wheel stops	each	80	\$25.00	\$2,000.00
Section Sub-total:				\$ 40,485.60
Concrete Walks, Curbs and Gutters				
Concrete curb	m	551	\$105.00	\$57,813.00
Enhance concrete paving (median cap)	sq.m	208	\$105.00	\$21,850.50
Section Sub-total:				\$ 79,663.50
Site Grading				
Site grading	sq. m	4,490	\$5.00	\$22,450.00
Section Sub-total:				\$ 22,450.00
Roadway Excavation, Embankment and Compaction				
Subgrade preparation (incl. finishing and compaction - road, multi-use pathway, driveways)	sq. m	4,490	\$1.50	\$6,735.00
Section Sub-total:				\$ 6,735.00
Granular Base				
Granular base, 19 mm minus MMCD crushed granular base				
- 150mm thickness	sq. m	4,490	\$6.00	\$26,940.00
Section Sub-total:				\$ 26,940.00
Hot-Mix Asphalt Concrete Paving				
Asphalt course - 50mm Surface Course	sq. m	4,490	\$20.00	\$89,800.00
Section Sub-total:				\$ 89,800.00
Painted Pavement Markings				
Paint marking layout	LS	1	\$7,500.00	\$7,500.00
Painted Pavement Markings	LS	1	\$15,000.00	\$15,000.00
Section Sub-total:				\$ 22,500.00
Storm Sewers				
200mm perforated pipe	m	180	\$150.00	\$27,000.00
Section Sub-total:				\$ 27,000.00
Manholes and Catch basins				
Catch basin	each	9	\$1,700.00	\$15,300.00
Drywells	each	5	\$5,000.00	\$25,000.00
Tie-in to existing storm system	each	1	\$2,000.00	\$2,000.00
Section Sub-total:				\$ 42,300.00
Electrical				
Lighting	LS	1	\$10,000.00	\$10,000.00
Section Sub-total:				\$ 10,000.00
				Sub-total: \$ 367,874
				35% Contingency (Class D) \$ 128,756
				Sub-Total: \$ 497,000
				5% Mobilization \$ 24,850
				10% Engineering: \$ 49,700
				Total \$ 570,000

CITY OF PENTICTON



**SCHEDULE OF QUANTITIES AND PRICES
Option A7: New Eckhardt Lot**

DESCRIPTION	UNIT	QUANTITY	UNIT PRICE	TOTAL AMOUNT
Removals				
Remove and dispose of existing concrete curb	m	10	\$10.00	\$100.00
Remove and dispose of existing concrete	m2	14	\$15.00	\$210.00
Miscellaneous Removals	LS	1	\$10,000.00	\$10,000.00
General clearing and grubbing including isolated tree removal	LS	1	\$3,000.00	\$3,000.00
Remove existing crosswalk	each	1	\$1,000.00	\$1,000.00
Remove existing building	LS	1	\$20,000.00	\$20,000.00
Section Sub-total:				\$ 34,310.00
Concrete Walks, Curbs and Gutters				
Concrete curb	m	515	\$105.00	\$54,064.50
Enhance concrete paving (center median cap)	sq.m	115	\$105.00	\$12,022.50
Concrete wheel chair letdowns including curb	each	2	\$1,000.00	\$2,000.00
Section Sub-total:				\$ 68,087.00
Site Grading				
Site grading	sq. m	3,780	\$5.00	\$18,900.00
Section Sub-total:				\$ 18,900.00
Roadway Excavation, Embankment and Compaction				
Subgrade preparation (incl. finishing and compaction - road, multi-use pathway, driveways)	sq. m	3,780	\$1.50	\$5,670.00
Section Sub-total:				\$ 5,670.00
Granular Base				
Granular base, 19 mm minus MMCD crushed granular base - 150mm thickness	sq. m	3,780	\$6.00	\$22,680.00
Section Sub-total:				\$ 22,680.00
Hot-Mix Asphalt Concrete Paving				
Asphalt course - 50mm Surface Course	sq. m	3,780	\$20.00	\$75,600.00
Section Sub-total:				\$ 75,600.00
Painted Pavement Markings				
Paint marking layout	LS	1	\$5,000.00	\$5,000.00
Painted Pavement Markings	LS	1	\$10,000.00	\$10,000.00
Signage - new and relocations (Includes sign sleeves, bases, and posts)	LS	1	\$2,500.00	\$2,500.00
Section Sub-total:				\$ 17,500.00
Landscaping & Irrigation				
Landscaped area	sq. m	192	\$50.00	\$9,600.00
Section Sub-total:				\$ 9,600.00
Planting of Trees, Shrubs and Ground Covers				
Trees				
Typical	each	4	\$600.00	\$2,400.00
Shrubs and Perennials				
Typical	m	192	\$60.00	\$11,520.00
Section Sub-total:				\$ 13,920.00
Storm Sewers				
Perforated pipe	m	150	\$150.00	\$22,500.00
Section Sub-total:				\$ 22,500.00
Manholes and Catch basins				
Catch basin	each	8	\$1,700.00	\$13,600.00
Drywells	each	4	\$5,000.00	\$20,000.00
Tie-in to existing storm system	each	1	\$2,000.00	\$2,000.00
Section Sub-total:				\$ 35,600.00
Electrical				
Lighting (new setup for parking lot)	LS	1	\$75,000.00	\$75,000.00
Special Crosswalk Lighting (bases, poles, wiring, backlit signage)	LS	1	\$100,000.00	\$100,000.00
Section Sub-total:				\$ 175,000.00
Sub-total:				\$ 499,367
35% Contingency (Class D)				\$ 174,778
Sub-Total:				\$ 670,000
5% Mobilization				\$ 33,500
10% Engineering:				\$ 67,000
Total				\$ 770,000

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**SCHEDULE OF QUANTITIES AND PRICES
Option A8: Eckhardt Lot Expansion**

DESCRIPTION	UNIT	QUANTITY	UNIT PRICE	TOTAL AMOUNT
Removals				
Remove and dispose of existing concrete curb	m	43	\$10.00	\$431.00
Miscellaneous Removals	LS	1	\$1,000.00	\$1,000.00
Remove existing building	LS	1	\$100,000.00	\$100,000.00
Section Sub-total:				\$ 101,431.00
Concrete Walks, Curbs and Gutters				
Concrete curb	m	337	\$105.00	\$35,385.00
Enhance concrete paving (center median cap)	sq.m	97	\$105.00	\$10,227.00
Section Sub-total:				\$ 45,612.00
Site Grading				
Site grading	sq. m	1,829	\$5.00	\$9,145.00
Section Sub-total:				\$ 9,145.00
Roadway Excavation, Embankment and Compaction				
Subgrade preparation (incl. finishing and compaction - road, multi-use pathway, driveways)	sq. m	1,829	\$1.50	\$2,743.50
Section Sub-total:				\$ 2,743.50
Granular Base				
Granular base, 19 mm minus MMCD crushed granular base - 150mm thickness	sq. m	1,829	\$6.00	\$10,974.00
Section Sub-total:				\$ 10,974.00
Hot-Mix Asphalt Concrete Paving				
Asphalt course - 50mm Surface Course	sq. m	1,829	\$20.00	\$36,580.00
Section Sub-total:				\$ 36,580.00
Painted Pavement Markings				
Paint marking layout	LS	1	\$2,500.00	\$2,500.00
Painted Pavement Markings	LS	1	\$7,500.00	\$7,500.00
Signage - new and relocations (Includes sign sleeves, bases, and posts)	LS	1	\$2,500.00	\$2,500.00
Section Sub-total:				\$ 12,500.00
Landscaping & Irrigation				
Landscaped area	sq. m	850	\$30.00	\$25,500.00
Section Sub-total:				\$ 25,500.00
Planting of Trees, Shrubs and Ground Covers				
Trees				
Typical	each	2	\$600.00	\$1,200.00
Shrubs and Perennials				
Typical	m	850	\$60.00	\$51,000.00
Section Sub-total:				\$ 52,200.00
Storm Sewers				
200mm perforated pipe	m	100	\$150.00	\$15,000.00
Section Sub-total:				\$ 15,000.00
Manholes and Catch basins				
Catch basin	each	4	\$1,700.00	\$6,800.00
Drywells	each	2	\$5,000.00	\$10,000.00
Tie-in to existing storm system	each	1	\$2,000.00	\$2,000.00
Section Sub-total:				\$ 18,800.00
Electrical				
Lighting	LS	1	\$10,000.00	\$10,000.00
Section Sub-total:				\$ 10,000.00
Sub-total:				\$ 340,486
35% Contingency (Class D)				\$ 119,170
Sub-Total:				\$ 460,000
5% Mobilization				\$ 23,000
10% Engineering:				\$ 46,000
Total				\$ 530,000

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**SCHEDULE OF QUANTITIES AND PRICES
Option B1 - On-Street Restrictions**

Project #: 1017.0053.22

DESCRIPTION	UNIT	QUANTITY	UNIT PRICE	TOTAL AMOUNT
Enforcement (TBC)				
Bylaw Enforcement - Mon-Fri; 7AM - 6PM	EA			\$ -
Bylaw Enforcement - Mon-Fri; 8AM -4PM	EA			\$ -
Bylaw Enforcement - 7 Days; 24Hrs	EA			\$ -
Bylaw Enforcement - 7 Days; 7AM - 6PM	EA			\$ -
Section Sub-total:				\$ -
Permitting (Optional)				
	EA			\$ -
Section Sub-total:				\$ -
Signage				
Roadside Signage - TAC: RB-52	EA	23	\$35.00	\$ 805.00
	EA			\$ -
	EA			\$ -
Section Sub-total:				\$ 805.00
Sub-total (Capital Costs):				\$ 805.00
35% Contingency (Class D)				\$ 281.75
Sub-Total:				\$ 1,100.00
5% Mobilization				\$ 55.00
10% Engineering:				\$ 110.00
Total				\$ 1,300.00

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**SCHEDULE OF QUANTITIES AND PRICES
Option B2 - Off-Street Restrictions**

Project #: 1017.0053.22

DESCRIPTION	UNIT	QUANTITY	UNIT PRICE	TOTAL AMOUNT
Enforcement (TBC)				
Bylaw Enforcement - Mon-Fri; 7AM - 6PM	EA			\$ -
Bylaw Enforcement - Mon-Fri; 8AM -4PM	EA			\$ -
Bylaw Enforcement - 7 Days; 24Hrs	EA			\$ -
Bylaw Enforcement - 7 Days; 7AM - 6PM	EA			\$ -
Section Sub-total:				\$ -
Signage				
Parking Lot Signage - Maximum time limit (TAC: RB-53, or custom)	EA	100	\$35.00	\$ 3,500.00
Section Sub-total:				\$ 3,500.00
Sub-total (Capital Costs):				\$ 3,500.00
35% Contingency (Class D)				\$ 1,225.00
Sub-Total:				\$ 4,700.00
5% Mobilization				\$ 235.00
10% Engineering:				\$ 470.00
Total				\$ 5,400.00

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**SCHEDULE OF QUANTITIES AND PRICES
Option C1 - Site Access Wayfinding Signage**

Project #: 1017.0053.22

DESCRIPTION	UNIT	QUANTITY	UNIT PRICE	TOTAL AMOUNT
Signage				
Highway Overhead Sign - Custom	EA	1	\$1,500.00	\$ 1,500.00
Roadside Directional Sign: 2 Complex Facilities - Custom	EA	2	\$1,000.00	\$ 2,000.00
Roadside Directional Sign - 4 Complex Facilities - Custom	EA	2	\$1,000.00	\$ 2,000.00
Parking Information Sign - TAC: IC-13	EA	4	\$600.00	\$ 2,400.00
Section Sub-total:				\$ 7,900.00
				Sub-total: \$ 7,900.00
				35% Contingency (Class D) \$ 2,765.00
				Sub-Total: \$ 10,700.00
				5% Mobilization \$ 535.00
				10% Engineering: \$ 1,070.00
				Total \$ 12,300.00

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**SCHEDULE OF QUANTITIES AND PRICES
Option C2 - On-Site Wayfinding Signage**

Project #: 1017.0053.22

DESCRIPTION	UNIT	QUANTITY	UNIT PRICE	TOTAL AMOUNT
Signage				
Sign Design, Sign Post, and Installation	EA	6	\$10,000.00	\$ 60,000.00
Section Sub-total:				\$ 60,000.00
				Sub-total: \$ 60,000.00
				35% Contingency (Class D) \$ 21,000.00
				Sub-Total: \$ 81,000.00
				5% Mobilization \$ 4,050.00
				10% Engineering: \$ 8,100.00
				Total \$ 93,200.00

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**SCHEDULE OF QUANTITIES AND PRICES
Option D1: Casino Pedestrian Facilities**

DESCRIPTION	UNIT	QUANTITY	UNIT PRICE	TOTAL AMOUNT
Removals				
Remove and dispose of existing concrete curb	m	61	\$10.00	\$609.00
Remove and dispose of existing asphalt - all thicknesses	sq. m	63	\$5.00	\$315.00
Relocate existing light standards	each	3	\$2,000.00	\$6,000.00
Remove and dispose of existing landscaping	sq. m	145	\$8.00	\$1,156.80
Remove existing paint lines	m	5	\$100.00	\$500.00
Remove or cap existing irrigation	LS	1	\$1,000.00	\$1,000.00
Section Sub-total:				\$ 9,580.80
Concrete Walks, Curbs and Gutters				
Concrete curb	m	38	\$105.00	\$4,021.50
Concrete sidewalk	sq. m	190	\$100.00	\$19,000.00
Concrete wheel chair letdowns including curb	each	8	\$1,000.00	\$8,000.00
Section Sub-total:				\$ 31,021.50
Painted Pavement Markings				
Paint marking layout	LS	2	\$500.00	\$1,000.00
Painted Pavement Markings	LS	2	\$1,000.00	\$2,000.00
Signage - new and relocations (Includes sign sleeves, bases, and posts)	LS	8	\$600.00	\$4,800.00
Section Sub-total:				\$ 7,800.00
Electrical				
Lighting	LS	1	\$10,000.00	\$10,000.00
Section Sub-total:				\$ 10,000.00
Sub-total:				\$ 58,402
35% Contingency (Class D)				\$ 20,441
Sub-Total:				\$ 79,000
5% Mobilization				\$ 3,950
10% Engineering:				\$ 7,900
Total				\$ 91,000

CITY OF PENTICTON



**SCHEDULE OF QUANTITIES AND PRICES
Option D4: SOEC Crosswalks**

DESCRIPTION	UNIT	QUANTITY	UNIT PRICE	TOTAL AMOUNT
Removals				
Remove and dispose of existing concrete curb	m	12	\$15.00	\$180.00
Remove and dispose of existing asphalt Speed bumps	LS	1	\$2,000.00	\$2,000.00
Section Sub-total:				\$ 2,180.00
Concrete Walks, Curbs and Gutters				
Concrete wheel chair letdowns	each	3	\$750.00	\$2,250.00
Concrete wheel chair letdowns including curb	each	3	\$1,000.00	\$3,000.00
Section Sub-total:				\$ 5,250.00
Painted Pavement Markings				
Paint marking layout	LS	1	\$450.00	\$450.00
Painted Pavement Markings	LS	1	\$2,000.00	\$2,000.00
Signage - new and relocations (Includes sign sleeves, bases, and posts)	LS	6	\$600.00	\$3,600.00
Section Sub-total:				\$ 6,050.00
			Sub-total:	\$ 13,480
			35% Contingency (Class D)	\$ 4,718
			Sub-Total:	\$ 18,200
			5% Mobilization	\$ 910
			10% Engineering:	\$ 1,820
			Total	\$ 20,900

CITY OF PENTICTON



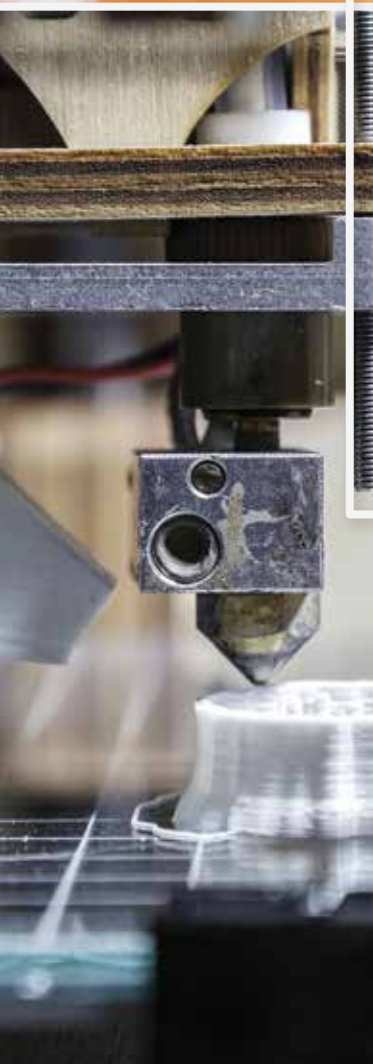
**SCHEDULE OF QUANTITIES AND PRICES
Option D5: Curling Club-Eckhardt Connection**

DESCRIPTION	UNIT	QUANTITY	UNIT PRICE	TOTAL AMOUNT
Removals				
Remove and dispose of existing concrete curb	m	3	\$10.00	\$25.00
Relocate existing light standards	each	1	\$3,000.00	\$3,000.00
Remove and dispose of existing landscaping	sq. m	89	\$8.00	\$713.60
Remove or cap existing irrigation	LS	1	\$1,000.00	\$1,000.00
Section Sub-total:				\$ 4,738.60
Concrete Walks, Curbs and Gutters				
Concrete sidewalk	sq. m	89	\$100.00	\$8,920.00
Section Sub-total:				\$ 8,920.00
Roadway Excavation, Embankment and Compaction				
Subgrade preparation (incl. finishing and compaction - road, multi-use pathway, driveways)	sq. m	89	\$1.50	\$133.50
Section Sub-total:				\$ 133.50
Granular Base				
Granular base, 19 mm minus MMCD crushed granular base - 150mm thickness	sq. m	89	\$6.00	\$534.00
Section Sub-total:				\$ 534.00
Electrical				
Lighting (Optional)	LS	1	\$5,000.00	\$5,000.00
Section Sub-total:				\$ 5,000.00
Sub-total:				\$ 19,326
35% Contingency (Class D)				\$ 6,764
Sub-Total:				\$ 26,000
5% Mobilization				\$ 1,300
10% Engineering:				\$ 2,600
Total				\$ 30,000



INDUSTRY CLUSTERS REPORT

December 2018



This report was prepared by **Baird McClelland Consulting** who conducted the research and analysis on behalf of the City of Penticton.



ACKNOWLEDGMENTS

We would like to thank all those who gave their time to assist us in completing this report, specifically, the Economic Development & Prosperity Taskforce, key stakeholder group representatives and business owners who made time to be interviewed. We are pleased to have worked with Boldfish Creative in the layout and design of this report.

The City of Penticton is focused on working with the community to gain a better understanding of their needs. Our goal is to bring about the positive changes that will help ensure success and satisfaction in the business community.

CITY OF PENTICTON - PENTICTON INDUSTRY CLUSTERS REPORT | 2018

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City of Penticton

www.penticton.ca

info@penticton.ca

171 Main St. | Penticton, BC | V2A 5A9

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EXECUTIVE SUMMARY

Penticton is home to over 3,000 businesses in a diverse range of industries.

In 2018, the City of Penticton approved the 2018-2022 Economic Development Strategic Plan¹ which provided a strong focus on retaining and growing existing and start-up businesses in the community. Within the Strategic Plan, direction was given for the Industry Cluster Project. The first step in this project being to identify clustered industries that have the greatest existing or potential impact to the Penticton economy. This report represents the findings from this initial stage.

Providing input into this project, the Penticton Economic Development and Prosperity Task Force identified that, while all sectors of the Penticton economy are important, it would be valuable in deciding where and how the City's Economic Development resources should be deployed in order to have a greater positive impact. A theoretical Industry Clusters Model of the Penticton economy was developed using:

- › Statistics Canada's Census 2016 employment data,
- › recent Economic Development studies,
- › 2016 South Okanagan Foreign Direct Investment Strategy Report²,
- › City of Penticton Business Licensing data; and
- › aspects of Economic Base Theory.

The Economic Base Theory is an analysis tool to differentiate those businesses that inject **new money** into the community (**Basic**) from those that primarily **circulate money** within the community (**Non-Basic**). Basic business sectors generate a positive multiplier effect on Non-Basic sectors and so it is common for Economic Development resources to concentrate on retention, expansion and attraction of Basic business sectors which will in turn benefit the whole local economy.

These insights provided a foundation upon which a theoretical Clusters model of the Penticton economy could be drafted for discussion with key stakeholders. The data was transformed into a visual graphic that represented the size of a cluster based on employment & business licenses (**Figure 1** - following page).

The initial draft Clusters Model was then presented at interviews with key stakeholders representing a selection of industry clusters. **Stakeholders were chosen for interviews based on:**

- › Being in a senior role in a business or organization
- › Having a representative role such as head of, or Board Member of, an Industry Association or Marketing Group
- › Having a depth of experience with working in their cluster and in the Penticton economy.
- › Recommendation of stakeholders

Interviewees were asked to comment on **four key topic areas:**

- › The accuracy of the employment size portrayed for their cluster;
- › Whether their cluster was more basic or non-basic in its overall economic activity;
- › What economic data they or their sector could provide the City;
- › What their important economic development issues and suggestions were.
- › The interviews also left room for unsolicited input from the stakeholders on relevant matters significant to them.

1 - See Appendix 3 - #24

2 - See Appendix 3 - #9

External vs Local Industry Clusters

Size of cluster represents the percentage of jobs in Penticton (extrapolated from Canada Census 2016 figures).

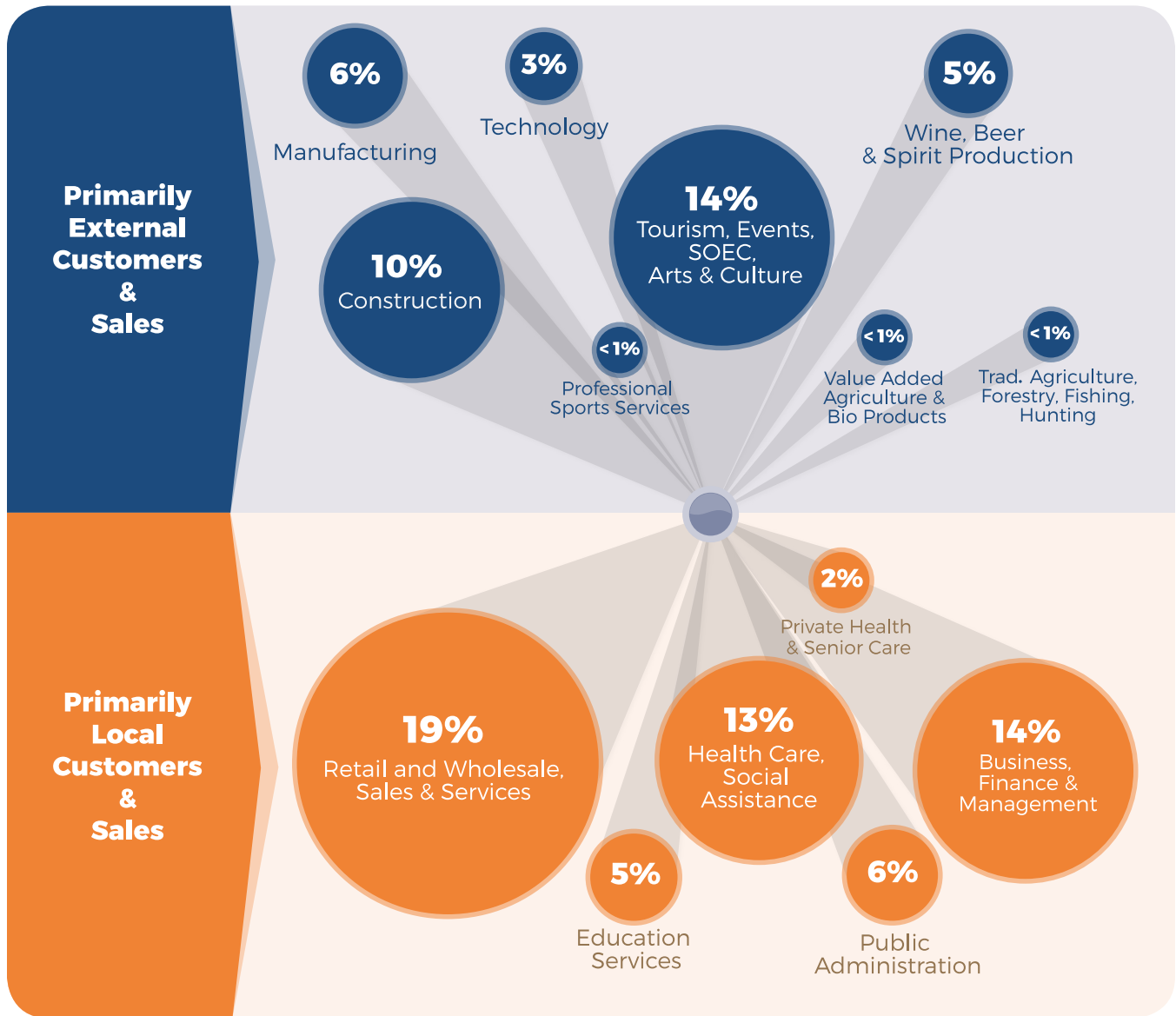


Figure 1. External and Local Industry Clusters

■ THE IMPORTANCE OF INDUSTRY CLUSTERS

Determining the makeup, size and economic status of Penticton's industry clusters provides insights into Penticton's economy that can be translated into recommendations and priorities for effective Economic Development.

Industry clusters encourage and help grow regional competitiveness:

- › by increasing business productivity
- › by boosting their innovation capacity, which underpins future productivity gains
- › by stimulating the formation of new businesses, which expand and strengthen the cluster

Innovative industrial clusters are characterized by a high level of interaction among firms, enabling them, as a group, to learn about changing economic conditions, adapt to them and benefit from them. Physical proximity and sharing of knowledge and information encourages interaction and promotes the exchange of ideas and expertise.

What is an Industry Cluster?

The term industry or business cluster was introduced by business and economics consultant, Professor Michael Porter in *The Competitive Advantage of Nations*³ which he published in 1990 based on extensive economic research.

Porter's concept of "clusters," or groups of interconnected firms, suppliers, related industries, and institutions that arise in particular locations, has become an established basis for companies and governments to think about economies, assess the competitive advantage of locations, and set public policy.

In an article entitled Clusters and the New Economics of Competition⁴, Harvard Business Review, November-December, 1998 Porter wrote, "Clusters are geographic concentrations of interconnected companies and institutions in a particular field. Clusters encompass an array of linked industries and other entities important to competition. They include, for example, suppliers of specialized inputs such as components, machinery, and services, and providers of specialized infrastructure. Clusters also often extend downstream to channels and customers and laterally to manufacturers of complementary products and to companies in industries related by skills, technologies, or common inputs. Finally, many clusters include governmental and other institutions - such as universities, standards-setting agencies, think tanks, vocational training providers, and trade associations."



"Clusters are geographic concentrations of interconnected companies and institutions in a particular field. Clusters encompass an array of linked industries and other entities important to competition."

3 - See Appendix 3 - #1
4 - See Appendix 3 - #2

INDUSTRY CLUSTERS - WHO WAS CONSIDERED?

The interviewed stakeholders represented individuals from nine industry groupings, arising from the draft cluster model. **The draft clusters that were explored were:**

- › Wine, Beer and Spirit Production
- › Construction
- › Manufacturing
- › Tourism, Events, SOEC, Arts & Culture
- › Professional Sports Services
- › Private Health and Senior Care
- › Technology
- › Retail, Wholesale, Sales & Services
- › Business, Finance and Management

Determinants such as current industry momentum, permanence vs flight risk, potential for positive trickle-down effect to other aspects of the business community, and opportunities for cluster growth narrowed the groups down to **4 priority clusters to be considered for Retention and Expansion programs:**

- › Manufacturing
- › Technology
- › Tourism, Events, SOEC, Arts & Culture
- › Wine, Beer, Spirits

In addition, two clusters were identified for being the focus of Business Attraction initiatives. The supporting reasons for them being defined as priority Attraction clusters are founded in the 2016 Foreign Direct Investment Report for the South Okanagan, which pointed to these areas as strong potentials for

outside investment in the area and outside market interest. Both Okanagan College and UBC Okanagan have related expertise and programs and are developing additional programs in these areas. Current Government programs and incentives are supportive of these sectors and there are regional initiatives supportive of these industry clusters including the recently completed business plan for an Okanagan Agricultural Innovation Center. **The two priority clusters identified for attraction are:**

- › Agricultural Technology
- › Agricultural Production



Agricultural production and technology are key attraction priorities.

OVERVIEW OF FINDINGS

ARISING THEMES FROM INTERVIEWS

Four themes that emerged from Stakeholder interviews across all industry clusters included:

1. Lack of accurate local economic data, as pointed out above, was consistent across industries.
2. A significant percentage of Penticton's economy is dependent on external markets.
3. The concept of permanence vs "flight risk" for industry clusters in Penticton under economic pressure to relocate elsewhere.
4. That a significant number of Penticton businesses are using state of the art technologies in order to stay competitive in the market.

ECONOMIC DEVELOPMENT ISSUES

Common Economic Development issues expressed by most Stakeholders were:

- › Lack of availability and difficulty in attraction of skilled staff; plus affordable housing for staff.
- › Issues arising out of City policies or actions which Stakeholders perceived as being based on an incomplete understanding of clusters' business operations and needs.
- › Many stakeholders across clusters brought up safety and security issues related to crime as increasing their cost of doing business locally.
- › Three common issues that were not specific to Penticton were macro-economic factors affecting local business, costs and time for dealing with regulatory bureaucracies, and different levels of taxation.

SUMMARY

Penticton is unique with its compact geographic location enabling efficient access to information and support among like-minded industries.

The themes, economic issues and suggestions brought forward in Stakeholder interviews are aligned in many cases to existing Economic Development initiatives and provide valuable supportive input in those cases. The recommendations and actions provided in this report will allow the City to take advantage of these physical assets in the development and support of strategically-important industry clusters with a view to creating a stronger overall economic future for all industries in Penticton.

STAKEHOLDER SUGGESTIONS

Stakeholder interviews had several suggestions in common with the 2018 - 2022 Economic Development Strategic Plan goals to effectively foster an environment that furthers industry development and attracts new ventures. These can be summarized as:

1. Maintain both formal and informal communications and relationships with local industry clusters, with the intent of understanding current business operations and issues.
2. Work to assist clusters in attracting and retaining necessary skilled hires to the community.
3. Work with businesses and sectors on local economic data collection, organization, analysis, and availability that will assist in business and policy planning.
4. Facilitate industry connections with government and other programs that bring money, resources, and opportunities into the business community.
5. Enact a method of soliciting local bidding (not necessarily local buying) in the City's RFP/Supply process to actively include the business community in City operations where appropriate.



BACKGROUND

Penticton Overview

The City of Penticton is located in the south central part of the Province of British Columbia, nestled in the bottom of the beautiful Okanagan Valley between two pristine lakes: Okanagan to the north, and Skaha to the south. The Okanagan Valley itself is home to more than 350,000 people and has become a prime destination for residential and small business relocations due to the fact that Penticton offers business, investment and retirement opportunities in a location that has all of the amenities of larger urban centers, yet maintains the tranquility of a small community.

It is the largest city by area and population in the Regional District of Okanagan-Similkameen (RDOS). In 2016, Penticton accounted for roughly 41% of the total population of the Regional District, or a population of 33,761 out of a total population of the 83,022 in the Regional District. Penticton Airport flies multiple times daily to Vancouver and Calgary and is undergoing a multi-million dollar upgrade to the terminal building. The Penticton Regional Hospital will complete a six storey \$312 million patient care tower addition in 2019. A recent rollout of fibre optic cables now delivering synchronous internet access at speeds of 250 Mb/s to residential and business customers.

Penticton is an all-season playground with modern recreation facilities which include ice arenas, an indoor pool with waterslide, a curling rink, a gymnasium, and an indoor soccer facility. The newly built 5,000 seat South Okanagan Event Center and

the 60,000 ft² Penticton Trade and Convention host many events and conventions that bring thousands of visitors to our community every year. The area has a multitude of outdoor recreation pursuits. Snow lovers can take advantage of the Apex Mountain Ski Resort and the Olympic athlete training facility at Nickel Plate Nordic Centre, only a 30-minute drive from Penticton. Local mountain biking adventures and road cycling in the Penticton area abounds in rolling hills and adjacent to the pristine lakes. Penticton is home to many world class athletic events and it is not uncommon to see individuals and teams taking advantage of our excellent shoulder season weather for training. For those seeking a vertical challenge, the Skaha Bluffs offer some of the best rock climbing in Canada, with over 1,200 documented routes.

Penticton's economy is underpinned by a long history in agriculture and tourism. Over 3,000 businesses are licensed with the City of Penticton. Business in Penticton is not restricted to local customer markets – there are many companies which source from and supply to the rest of the world. From custom manufacturing, to technology, to food products, to professional services, our businesses continue to put Penticton on the map as a place of excellence quality work, and for lifestyle. As this report will highlight, certain industries have begun to strengthen as clusters, providing opportunities for competitive advantage, collaborative innovation, and creating unique pillars for the brand that is Penticton.

Like many communities, Penticton's population skews older, but in our case it is even more pronounced. According to the 2016 Census data, our median age is 52.4 versus the national average of 41.2. There is a gap in the population in the 19 - 34 age spread, indicating that out of school, many of our young people are leaving the community. The age bracket who are migrating here the most are 60-65, but there is a marked increase in migration for those above the age of 40. All signals indicate that Penticton will experience increasing challenges to fill available positions as our population ages.

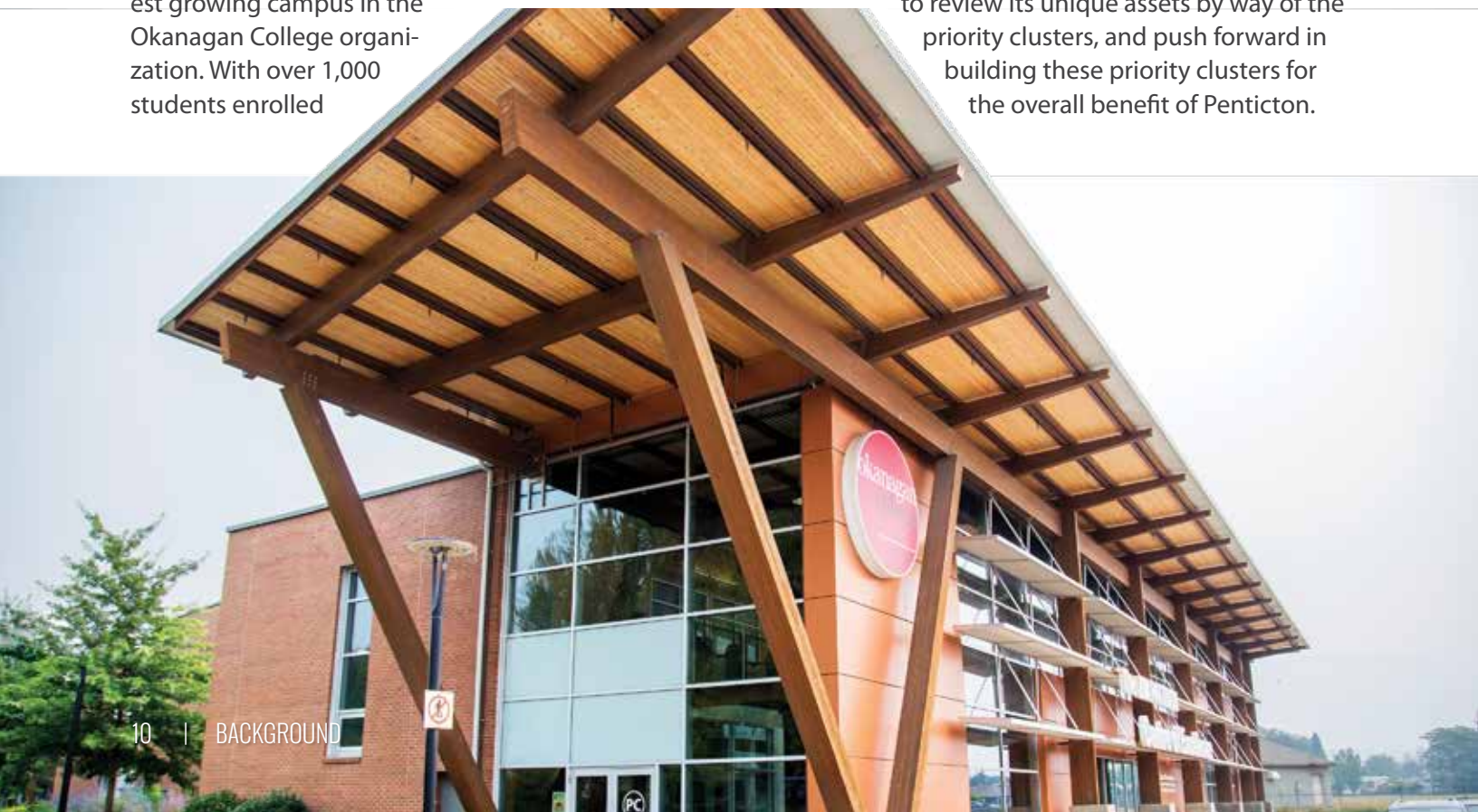
Immigration may be key to easing some of this pressure. As of the 2016 Census, our community is mostly Caucasian, but according to the South Okanagan Immigrant and Community Services Society, over 100 different nationalities are represented. Stats Canada 2016 Census data identifies 15% of our population was born outside of Canada. Most people are coming from the UK, the US, Germany, India, and the Philippines. Over half of recent immigrants are sponsored by family, with the next largest group being those in the economic class who have been selected for their ability to contribute to Canada's economy through their ability to meet labour market needs, to own and manage or to build a business, or to make a substantial investment.

Penticton's Okanagan College Campus is the fastest growing campus in the Okanagan College organization. With over 1,000 students enrolled

in 2018, signature programs such as the Sustainable Construction Management Diploma, the Bachelor of Business Degree, and the Viticulture Technicians Diploma are fully subscribed. Many students commute to UBC Okanagan in Kelowna for degrees in Engineering, Aerospace, Arts, and other disciplines. School District 67 oversees 13 schools in Penticton and there are a number of private schools in the area as well.

Residential growth is steady with new families relocating to Penticton from larger urban centres as a result of increasing costs and commute times in the metropolitan areas. Traditionally seen as a retirement destination, Penticton is undergoing an identity shift as a new wave of people arriving here are building and asking for new services and businesses. Development of residential, commercial and industrial/institutional projects are in their third year of record levels. After a significant slowdown following the 2008 economic downturn, there is significant growth across the city. Business Licenses are one indicator of economic health, and statistics show an average 5 - 8% growth year-over-year in business licenses.

Over the past few years, Penticton has seen considerable investment into cultural, civic, connectivity, and healthcare infrastructure, as well as strong development in the private sector. With a solid foundation on which to grow, the community is in a good position to review its unique assets by way of the priority clusters, and push forward in building these priority clusters for the overall benefit of Penticton.



Previous Research

2016 FOREIGN DIRECT INVESTMENT STRATEGY REPORT

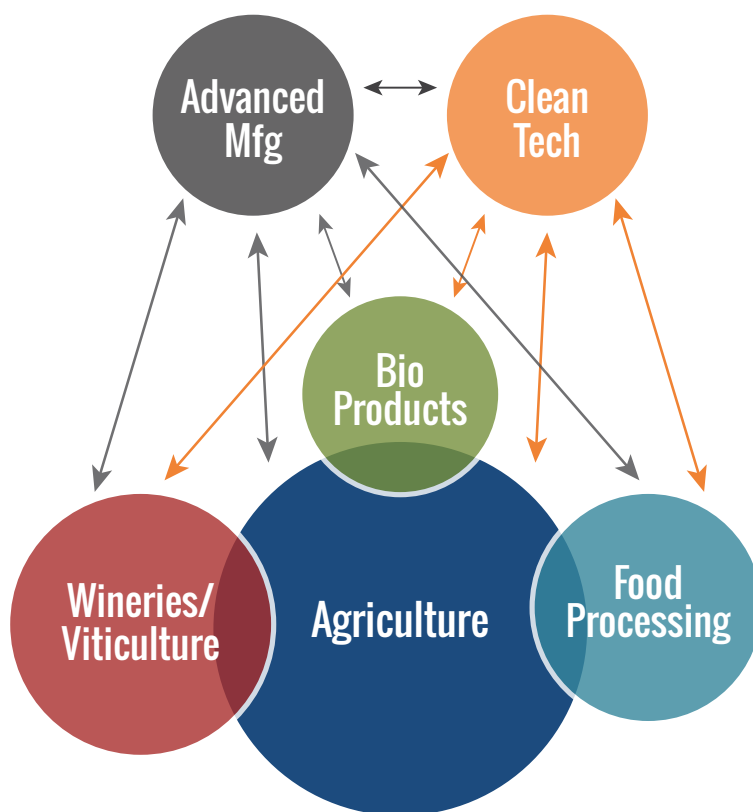
The 2016 South Okanagan Foreign Direct Investment Strategy (FDI Report)⁵ is important background for this report as it looked at what businesses and industry clusters in the local economy had potential to be attractive to outside investment and markets both currently, and in the short term future.

Representatives from Penticton, Summerland, Okanagan Falls, Oliver, Osoyoos, Community Futures Okanagan Similkameen, the Provincial Government Regional Economic Development Department, and representatives from business organizations in the South Okanagan, worked with MDB Insight, a Canadian consulting firm with expertise and experience in developing and operating outside investment attraction programs. MDB was contracted to work with the stakeholder group and prepare the 2016 FDI Report.

This study and report characterized local industry in terms of clusters and identified the viticulture and wine industry cluster as of immediate interest to outside investment. Clusters identified as being of primary interest to investment in the near future were; agriculture-related technology; advanced manufacturing; secondary food processing; and the development and production of bio-products.

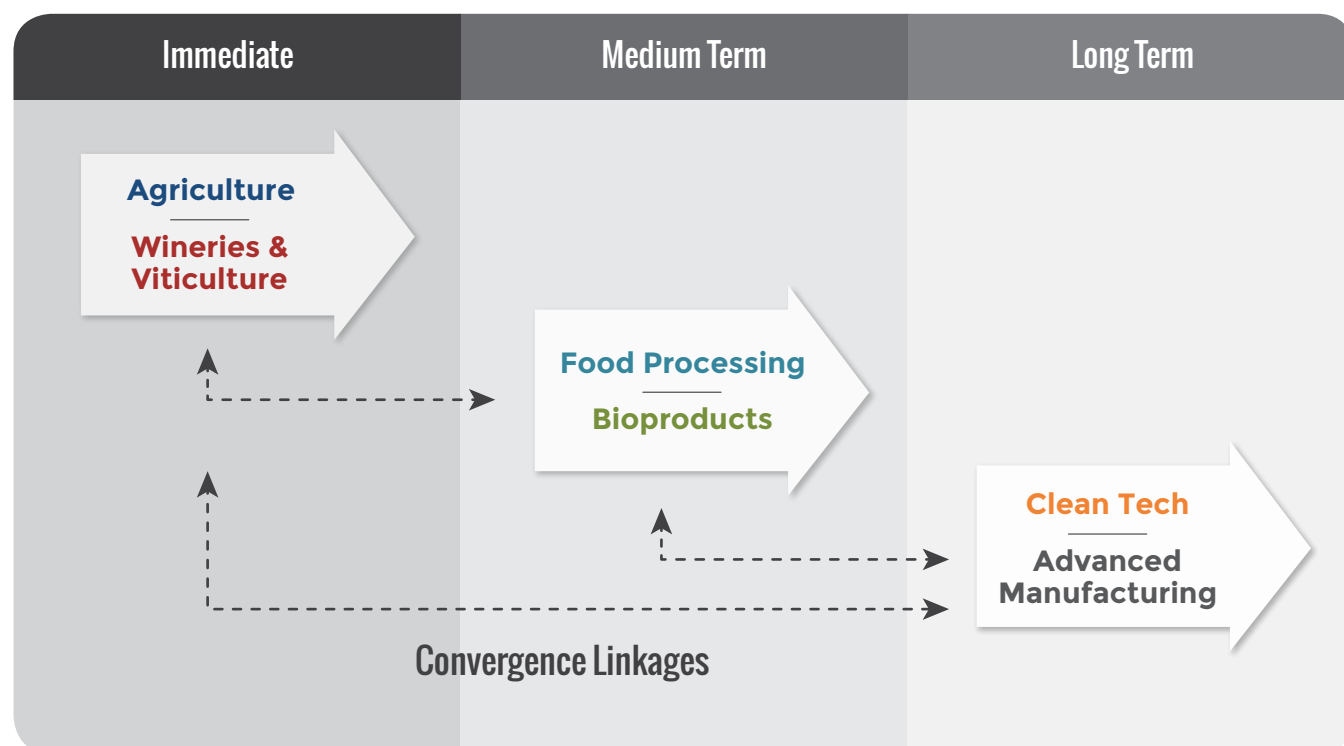
The final report's graphic presentation of the analysis of relevant cluster relationships and Economic Development recommendations for going forward are shown in **Figures 2 & 3** (below, and the following page respectively).

Figure 2. Sector Convergence (redrawn from MDB Insight)



5 - See Appendix 3 - #9

Figure 3. Prioritizing Sectors (redrawn from MDB Insight)



2018 - 2022 ECONOMIC DEVELOPMENT STRATEGIC PLAN

In 2018, the City of Penticton approved the *2018 - 2022 Economic Development Strategic Plan*⁶ which provided a strong focus on retaining and growing existing and start-up businesses in the community.

The Five Year Economic Development Strategy has five key result areas – Communication; Collaboration; Retention & Expansion; Attraction; and Organization Excellence. The development of this plan was informed through a Business Climate Survey, where 100 local businesses contributed to priority actions within the plan, as well as members of the Economic Development Task Force Committee, and representatives from key stakeholder groups across the community.

Within the Strategic Plan, direction for the Industry Cluster Project and this report was developed from the following goals and actions:

Key Result Area 3: Retention and Expansion

Goal 3.1- Develop and implement a plan to foster an environment that further develops priority industry clusters

Key Result Area 4: Industry and Labour Attraction

Goal 4.1 - Develop and implement a plan to foster an environment that attracts new ventures in priority industry clusters

⁶ - See Appendix 3 - #24

PRIORITY CLUSTERS

The following section provides a summary of the recommended clusters for retention and expansion, and attraction.

RECOMMENDED INDUSTRY CLUSTERS FOR RETENTION & EXPANSION

CLUSTER | *Tourism, Events, SOEC, Arts & Culture*

This sector includes Tourism marketing organizations and businesses; accommodation and food services; entertainment and recreation businesses; events in the areas of sports, entertainment, food & beverage, recreation, and cultural expositions; and the South Okanagan Event Centre, Penticton Trade & Convention Centre, along with other facilities whom are part of that management group. This sector also includes Fine and Performing Arts & Culture. Key input from Stakeholders is that Tourism impacts the local economy; plays a role in business and resident attraction; and contributes to resident quality of life.

Recommendation for Consideration

That Economic Development work with Tourism industry stakeholders to establish, gather and analyze measures of attraction, quality of life and economic impact of the industry that allow fuller understanding of the industry’s role and opportunities in the local economy. Then, use this information to determine ways going forward that the industry and the City can work together to support Tourism’s competitive position in the BC market and contribution to the City economically.

Recommended Actions

In conjunction with cluster stakeholders:

1. Jointly establish economic, attraction, and quality of life contribution measures that will meaningfully contribute to industry planning and City policy going forward.
 - a. Gather and analyze jointly established economic, attraction, and quality of life measures, and create an on-going process for updating, aggregating, and making that data available for business planning and City policy purposes going forward.
 - b. Facilitate City expertise and resources to assist in communicating the cluster’s economic, attraction and social benefits.



CLUSTER

Wine, Beer, Spirit Production

The commonality within the sector is that the businesses grow and use agricultural produce to create a fermented, alcoholic beverage which is controlled by law and consumed as part of lifestyle / recreation. Stakeholder input points out that a large portion of this sector sells an estimated 95% of its products to customers outside the Okanagan. Stakeholders feel that this cluster has strong growth potential and the cluster is actively self-organizing to strengthen the industry, but at the same time local businesses are seeing increasing competition in a maturing market, so efforts by the City to understand the needs of this cluster and support its promotion and development continue to be important.

Recommendation for Consideration

1. That Economic Development work with sector stakeholders to establish and analyze local economic, attraction, and quality of life contribution values of the industry in ways that enable the City and the cluster to work together to ensure its health and growth, plus communicate its economic, attraction and social benefits role going forward.
2. That Economic Development support the development and implementation of local resources for the Wine, Beer & Spirits cluster through local institutions such as Okanagan College and the potential location of a Provincial Wine Centre for Excellence in Penticton for the benefit of both the local cluster and Tourism in the Penticton area.

Recommended Actions

In conjunction with Wine, Beer & Spirit cluster stakeholders:

1. Jointly establish economic, attraction, and quality of life contribution measures that will meaningfully contribute to industry planning and City policy going forward.
 - a. Gather and analyze jointly established economic, attraction, and quality of life measures, and create an on-going process for updating, aggregating, and making that data available for business planning and City policy purposes going forward.
 - b. Facilitate City expertise and resources to assist in communicating the cluster's economic, attraction and social benefits.
2. Facilitate interaction between cluster stakeholders and representatives of Okanagan College and other potentially supportive institutions in the City's Economic Development network.
 - a. Facilitate allocation of appropriate City resources to support initiatives such as a potential Provincial Wine Centre for Excellence in Penticton.



CLUSTER

Technology

This cluster is comprised of companies that develop software; provide software consulting; management and support; and companies who build physical technology where an important aspect of the product is the software they design and support. The commonality among this cluster is the focus on software as the core business. Stakeholder input estimated that seventy to eighty percent of customer sales and service for this sector was outside of Penticton, including Okanagan, national and international markets.

Recommendation for Consideration

That Economic Development, in consultation with the Penticton Technology Cluster, act as a catalyst for:

- › connecting local companies with regional Okanagan technology development;
- › bringing government and other agency professional development programs to Penticton;
- › lobbying to support and improve existing government technology incentive programs, and;
- › accessing new public and private finance and investment opportunities for the local industry.

Recommended Actions

In consultation with the Technology Cluster in Penticton:

1. Facilitate improved regional professional connections between tech businesses in Penticton and the wider tech community and organizations of the Okanagan through Economic Development participating in regional economic development organizations and regional initiatives with a tech development orientation.
2. Promote and facilitate government and tech organizations to put on professional development programs and professional interaction events for technology companies in the Penticton area.
3. Lobby local Federal and Provincial representatives to maintain and improve existing technology industry support programs. (i.e. SR & ED program)
4. Facilitate information about, and access to, new and existing financial and other support opportunities from government or organizations that would benefit the technology business locally, such as potential opportunities arising from the Federal Digital Super Cluster Program.
5. Facilitate connections to private finance and investment opportunities that become known through Economic Development on-going Government and private communications.
6. In support of facilitating grants and investment into the local Technology Cluster jointly establish economic impact and opportunity measures that will meaningfully contribute to industry planning and City policy going forward.
7. Gather and analyze jointly established economic impact and opportunity measures, and create an on-going process for updating, aggregating, and making that data available for business planning and City policy purposes going forward.



CLUSTER***Manufacturing***

The diversity of goods manufactured in this cluster is significant, ranging from small electronics components to manufactured homes, and precision metal parts cutting, welding and assembly to large scale metal casting. Input from Stakeholders indicates that between 80% and 95% of all products manufactured locally are sold in markets outside Penticton and most of those in markets that are national and global in scope. An issue unanimously expressed by Stakeholders in this cluster was that many local manufacturing operations regularly receive invitations to relocate to other jurisdictions and that those invitations include significant and beneficial economic incentives.

Recommendation for Consideration

That Economic Development communicate and work with this sector to:

1. create consultation processes in relation to the formulation and enactment of City policies affecting this sector;
2. develop strategies for mitigation of flight risk within the sector;
3. initiate on-going processes for capturing and analyzing data on sector jobs, payroll values, and other economic values to the community that will assist in business planning and City policy planning going forward.

Recommended Actions

1. Work with representatives of Penticton Industrial Development Association (PIDA), and additional stakeholders within the cluster, to establish communication and consultation processes that are representative of the Manufacturing Cluster.
 - a. Facilitate communication and consultation between cluster representatives and appropriate City representatives on formulation and enactment of City policies affecting this sector.
2. Consult with cluster representatives on issues contributing to flight risk within the cluster.
 - a. Facilitate expertise and resources input to devise a flight risk mitigation strategy and course of actions.
3. Jointly establish economic impact and opportunity measures that will meaningfully contribute to industry planning and City policy going forward.
 - a. Gather and analyze jointly established economic impact and opportunity measures, and create an on-going process for updating, aggregating, and making that data available for business planning and City policy purposes going forward.



RECOMMENDED INDUSTRY CLUSTERS FOR ATTRACTION

CLUSTERS

Agricultural Technology:

Technology and software development with an emphasis on agricultural applications. Penticton has some advantages over other centers in attracting these clusters due to an existing tech enabled viticulture and wine industry and economic history of food production and processing

Agricultural Production:

Value-added agriculture products derived from existing or potential local crops. This includes growing and processing medical and recreational use marijuana, which is an industry projected to have large potential in the near future

Notes

1. Stakeholder input from the Technology Cluster encouraged additional growth in the over-all Technology sector.
2. The 2016 Foreign Direct Investment Report for the South Okanagan pointed to these areas as strong potentials for outside investment in the area and outside market interest.
3. Okanagan College and UBC Okanagan have related expertise and programs, and are developing additional programs in these areas.
4. Current Government programs and incentives support these.
 - Both Provincial and Federal governments are encouraging and funding tech development and tech enabling through initiatives such as the Federal Digital Technology Supercluster initiative.
 - BC Government is currently supporting Agricultural initiatives including product development and marketing.
5. There are regional initiatives supportive of these industry clusters including the recently completed business plan for an Okanagan Agricultural Innovation Center.
6. Penticton has potential advantages over other centers in attracting these clusters due to an existing tech enabled viticulture and wine industry, and economic history of food production and processing.
7. The value added agricultural products cluster includes growing and processing medical and recreational use marijuana, which is an industry projected to have large potential in the near future.

Report Recommendations

1. Create an initial “contact map” of Penticton area businesses, organizations and stakeholders in Technology, Agri-tech and Value added agriculture.
2. Facilitate communications with and among this group to:
 - a. Identify potential target businesses for the Penticton area;
 - b. Source funding and other support opportunities for new businesses in these areas;
 - c. Identify attractions and barriers for these industries in Penticton.
3. Gain input on opportunities in these areas through establishing and maintaining relationships with regional, Provincial and Federal economic development organizations and departments.
4. Gain input on funding and support through establishing and maintaining relationships with regional, Provincial and Federal economic development funding organizations and departments.
5. Communicate with regional and national industry organizations in these areas and potentially attend conferences and trade shows to gain input and create relationships with potential businesses to locate in Penticton.
6. Develop and enact an on-going responsive Attraction strategy based on input from stakeholders, industry, and government organizations

SUMMARY OF FINDINGS, RECOMMENDATIONS & ACTIONS

The following section provides a summary of the key themes and inputs in this report and the recommended actions arising out of the report on each of them for Economic Development moving forward to retain, expand and attract priority industry clusters.

■ SIGNIFICANT THEMES ACROSS CLUSTERS

Four major themes emerged from the feedback collected in our study.

THEME 1 | *Quantitative local level jobs and economic data is not readily available from industry clusters or other sources.*

Implications

- › The implication of this input for Economic Development is that for local Industry Cluster economic data deemed necessary, the Department will need to explore options for generating practically useful economic data at the local level.
- › This can be done either through sourcing techniques for analysis and extrapolation of existing public or industry association data, or through a cooperative process of gathering needed data directly from local business clusters and associations.

Report Recommendations

1. Starting with the identified Retention & Expansion priority clusters of Tourism, Technology, Wine, Beer & Spirits Production, and Manufacturing it is recommended that Economic Development work with these clusters to jointly establish economic impact and opportunity measures that will meaningfully contribute to industry planning and City policy going forward.
 - a. Then gather and analyze jointly established economic impact and opportunity measures, and create an on-going process for updating, aggregating, and making that data available for business planning and City policy purposes going forward.
2. As quantitative data on Penticton Industry Clusters becomes available the draft Industry Clusters Diagram be updated accordingly.

THEME 2 | *Penticton's economy is significantly dependent on doing business outside the region.*

Implications

- › The implication of this for Economic Development over-all is that the concept of the "local" Penticton economy must include regional and wider economic factors,
 - and that Penticton has multiple "Basic" industry clusters primarily doing business with customers outside Penticton.

Report Recommendations

Recommend that Economic Development maintain an inflow of relevant regional and wider economic information through:

1. Input through the existing Economic Development & Prosperity Task Force.
2. Input through the existing Operational Community Partnership
3. Input through maintaining existing and establishing new relationships with regional, Provincial and Federal economic development organizations and departments.
4. Input through Stakeholders in industry clusters with significant external markets.

THEME 3

The Concept of Cluster Permanence vs Cluster “Flight Risk”

Implications

- › Permanence vs flight risk has an implication for evaluating Economic Development priorities in relation to developing and attracting priority clusters.

Report Recommendations

Maintain on-going input on permanence and flight risk factors for Penticton Industry Clusters through:

1. Input through the existing Economic Development & Prosperity Task Force.
2. Input through the existing Operational Community Partnership.
3. Input through Stakeholders in industry clusters with significant flight risk potential.
4. Evaluate potential Industry Cluster flight risk based on stakeholder input and where necessary facilitate mitigation strategies in consultation with the relevant Industry Cluster(s).

THEME 4

Many Penticton businesses are tech-enabled using current technologies in order to compete in outside markets.

Implications

- › Implication for Economic Development is to work to ensure that necessary services and infrastructure for an increasingly tech-enabled economy are in place.
- › Secondly to consider the potential economic implications for businesses in Penticton that are not tech-enabled.

Report Recommendations

Initially assess infrastructure capabilities and potential needs, as well as implications for non-tech enabled businesses through:

1. Input through the existing Economic Development & Prosperity Task Force.
2. Input through the existing Operational Community Partnership.
3. Input through Stakeholders in industry clusters with significant infrastructure needs in this area.
4. Facilitate input from City Departments and Staff with relevant expertise.
5. Establish priorities and necessary action steps based on input.

COMMON ISSUES EXPRESSED BY CLUSTER STAKEHOLDERS

There were six common economic development issues reported in the feedback.

ISSUE 1 | *Skilled Staff: Availability and retention challenges*

Notes

This was expressed strongly by all Stakeholders interviewed.

Report Recommendations

1. Continue to refine the Start Here Okanagan job board and skilled worker attraction initiative, and engage industry clusters to use the service and provide on-going input into its development.
 2. Continue to seek input and solutions to this issue from stakeholders and economic development networks.
-

ISSUE 2 | *Housing: Lack of affordable housing for staff*

Notes

This issue was expressed by stakeholders as a significant factor in lack of available skilled staff.

Report Recommendations

1. This issue is being actively addressed by several City departments and City Council.
 2. Facilitate input into this process through stakeholder and economic development networks.
-

ISSUE 3 | *Stakeholders identified a perception that City policies and actions are based on incomplete understanding of clusters' business operations and needs.*

Notes

All Cluster interviews expressed that at times the City's understanding of clusters' business practices and issues did not seem current or complete.

Report Recommendations

Facilitate input to City departments for increased understanding of cluster's business practices and issues through:

1. Input through the existing Economic Development & Prosperity Task Force.
2. Input through the existing Operational Community Partnership.
3. Input through existing stakeholder working relationships.

ISSUE 4

Macro-economic forces beyond the borders of Penticton were brought up regularly as significant issues for local businesses and clusters

Notes

These points relate to the common theme expressed by Stakeholders that Penticton's economy is significantly dependent on doing business outside the region.

Report Recommendations

That Economic Development maintain inflow of relevant regional and wider economic factors through:

1. Input through the existing Economic Development & Prosperity Task Force.
2. Input through the existing Operational Community Partnership.
3. Input through establishing and maintaining relationships with regional, Provincial and Federal economic development organizations and departments.
4. Input through Stakeholders in industry clusters with significant external markets.

ISSUE 5

Costs and time for dealing with regulations and bureaucracy is an on-going challenge for business

Notes

Stakeholder input stated that this was not specific to City of Penticton but was relative to all levels of government.

Report Recommendations

1. Facilitate input to City departments on potential ways to simplify and streamline processes businesses go through to meet regulatory requirements.

ISSUE 6

Taxation costs and costs of reporting and remitting

Notes

Stakeholder input stated that this was not specific to City of Penticton but was relative to all levels of government

Report Recommendations

1. Facilitate input to City departments on potential ways to simplify and streamline processes businesses must go through to meet taxation payment and reporting requirements.

■ COMMENTS ON HOW TO FOSTER DEVELOPMENT & ATTRACTION

Through the Stakeholder feedback, there were consistent comments on how Economic Development might foster a development and attraction environment.

ACTION 1

Maintain both formal and informal communications and relationships with local clusters, with the intent of understanding current business operations and issues

Implications

In Stakeholders' opinion this will:

- › better enable City policy formation that is responsive to evolving economic needs which will contribute to a dynamic environment for development and attraction of clusters.
- › give the City on-going insight to local business's economic indicators.
- › assist the City to identify and pursue, or respond to, economic opportunities and threats.

Report Recommendations

1. Maintain communication through:
 - a. Input through the existing Economic Development & Prosperity Task Force.
 - b. Input through the existing Operational Community Partnership.
2. Review whether members should be added to the above committees to ensure input from all industry clusters.

ACTION 2

Work with clusters to assist with attracting and retaining necessary skilled hires to community

Implications

This same issue was expressed in the section "Common Economic Development Issues Expressed by Cluster Stakeholders."

Report Recommendations

1. Continue to refine the Start Here Okanagan job board and skilled worker attraction initiative, and engage industry clusters to use the service and provide on-going input into its development.
2. Continue to seek input and solutions to this issue from stakeholders and economic development networks.

ACTION 3

Work with businesses and sectors on local economic data collection, organization and availability that will assist in business and policy planning

Implications

- › This relates to the common theme related earlier expressed by all Stakeholders that quantitative local level jobs and economic data is not readily available from industry clusters or other sources.
- › Potentially this implies participation in joint economic data collection initiatives or impact and opportunity assessments with industry clusters.

Report Recommendations

1. Starting with the identified Retention & Expansion priority clusters of Tourism, Technology, Wine, Beer & Spirits Production and Manufacturing it is recommended that Economic Development work with these clusters to jointly establish economic impact and opportunity measures that will meaningfully contribute to industry planning and City policy going forward.
 - a. Then gather and analyze jointly established economic impact and opportunity measures, and create an on-going process for updating, aggregating, and making that data available for business planning and City policy purposes going forward.

ACTION 4

Facilitate industry connections with government and other programs that bring money, resources and opportunities into the business community as local businesses often do not have the resources to actively pursue these opportunities

Report Recommendations

1. Facilitate through maintaining and establishing relationships with regional, Provincial and Federal economic development funding organizations and departments.
2. Continue current Ec Dev initiatives to bring economic and funding information to Industry Cluster stakeholders.

ACTION 5

Enact a method of soliciting local bidding (not necessarily local buying) in the City's RFP/Supply process to actively include the business community in City operations where appropriate

Report Recommendations

1. Explore ways and means that this could be done with City Purchasing.
2. Consult with Industry Cluster stakeholders on viability of options.
3. Move forward with options workable for both City Purchasing and Industry Cluster stakeholders.

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TECHNICAL REPORT

Methodology & Process | Stakeholder Input | Recommendations | Conclusions

PART 1 - METHODOLOGY & PROCESS

Purpose of This Report

The purpose of this report on Penticton Economic Clusters is to provide insights into aspects of the Penticton economy and translate those insights into input and recommendations for moving forward on the Strategic Goals of Business Retention, Expansion and Industry Attraction as outlined in the 2018 - 2022 Economic Development Strategic Plan. Specifically these inputs and recommendations relate to goals in the Strategic Plan of developing and implementing plans to foster an environment that further develops priority industry clusters, and attracts new ventures in priority clusters.

Penticton's Economic Development team has a key role in facilitating, nurturing and helping grow all industries and businesses in the community, however identifying and then strategically focusing on priority industry clusters that provide unique opportunities to shape the future success of our region is a key deliverable of this project.

The Economic Development Department's role in attraction of businesses, investment and labour includes gathering input from stakeholders and third party sources, and researching which new or existing businesses could fit economically in the City's business climate, and provide economic benefits to the City and region.

Methodology & Process - Overview

The process of defining a Clusters model for Penticton's economy has been collaborative with the Penticton Economic Development and Prosperity Task Force whom have provided both input and direction at key intervals, as well as some members of the Task Force providing individual stakeholder interviews in relation to their specific sectors. In addition, updates on the interim findings of this project have been reported to City Council for both information and feedback as part of the Economic Development quarterly reports to Council.

Recent Economic Development studies and reports, including the *2016 South Okanagan Foreign Direct Investment Strategy*⁷ report built a foundation from which draft Penticton Industry Clusters could be defined and a theoretical Clusters model of the Penticton economy could be developed.

The size of clusters for the draft model was initially estimated using Statistics Canada 2016 Census employment data with reference to City of Penticton Business Licensing data. The relative positioning of clusters within the draft model was theorized using established Economic Development analysis tools.

The draft Penticton Industry Clusters model was then taken to key stakeholders in the identified draft clusters whom were interviewed and asked to provide input on the perceived accuracy of the theoretical Clusters model, along with specific information on:

- › their sectors' economic status,
- › their sector's economic development issues, needs and suggestions, and
- › potential sources of sector specific economic data at the local level.

Stakeholders responses were then combined with the initial information derived from recent Economic Development studies and reports⁸, and input from the Penticton Economic Development and Prosperity Task Force, to form the current *Penticton Industry Clusters Working Model (Figure 1*, on page 5 of this report) and provide the basis for economic observations and recommendations made in this report.

7 - See Appendix 3 - #9

8 - See Appendix 3 for listing of reviewed studies and reports

Defining Draft Industry Clusters

In order to define draft industry clusters an initial review was conducted of the ways in which industry sectors had been characterized and grouped by Penticton Economic and Community Profile reports starting in 2004⁹. This was done to ensure that the current draft cluster definitions would have a logical continuity with previous characterizing of Penticton’s economic landscape.

The industry cluster insights from the *2016 South Okanagan Foreign Direct Investment Strategy*¹⁰ were then incorporated with previously existing industry

sector groupings to create a preliminary draft industry cluster listing.

This preliminary draft cluster listing was reviewed by the Economic Development Task Force. Input from this group adjusted and added to cluster definitions reflecting current Penticton economic activity.

The outcome of this process was the initial draft *Penticton Existing Industry Clusters Model (Figure 4, on page 31 of this report)*. The general business categories within each industry cluster are listed in *Table 1* below.

Table 1. General business categories for Penticton’s industry clusters

Primarily External Customers & Sales	Mixed Internal & External Markets	Primarily Local Market Focus
<p>Tourism, Events, SOEC, Arts & Culture</p> <p>Accommodation and food services, arts, entertainment, recreation, events, South Okanagan Events Centre (SOEC)</p>	<p>Construction</p> <p>All construction including roads, landscaping, & engineering</p>	<p>Retail and Wholesale</p> <p>Wholesale Trade, Retail Trade, Transportation & Warehousing</p>
<p>Wine, Beer & Spirit Production</p> <p>Wineries/Breweries/Distilleries, Viticulture & Related Agriculture, Suppliers and Related Technology</p>	<p>Technology</p> <p>Software creation and sales, Digital Industries, Bio Sciences other than agri-tech, Information and Media Industries</p>	<p>Business, Finance & Management</p> <p>Finance and Insurance, Real Estate sales & rental, Business Services</p>
<p>Value Added Agriculture & Bio Products</p> <p>Agriculture for Food Processing, Bio-waste repurposing, Nutraceuticals, Marijuana grow & process</p>	<p>Manufacturing</p> <p>Specialty & Advanced Manufacture, Clean Tech</p>	<p>Public Administration</p> <p>Public Administration, Utilities Management</p>
<p>Traditional Agriculture, Forestry, Fishing, Hunting</p> <p>Not including wine/beer/spirits or value added Agri & Bio Products</p>	<p>Private Health & Senior Care</p> <p>Seniors’ Living Facilities, Care Facilities, In Home Care Services, Private & Alternative Health Care</p>	<p>Education Services</p> <p>Education Services</p>
<p>Professional Sports Services</p> <p>Professional Sports Training Schools, Professional Sport Training Facilities, Professional Sport Support Services</p>		<p>Health Care and Social Assistance</p> <p>Health Care and Social Assistance</p>

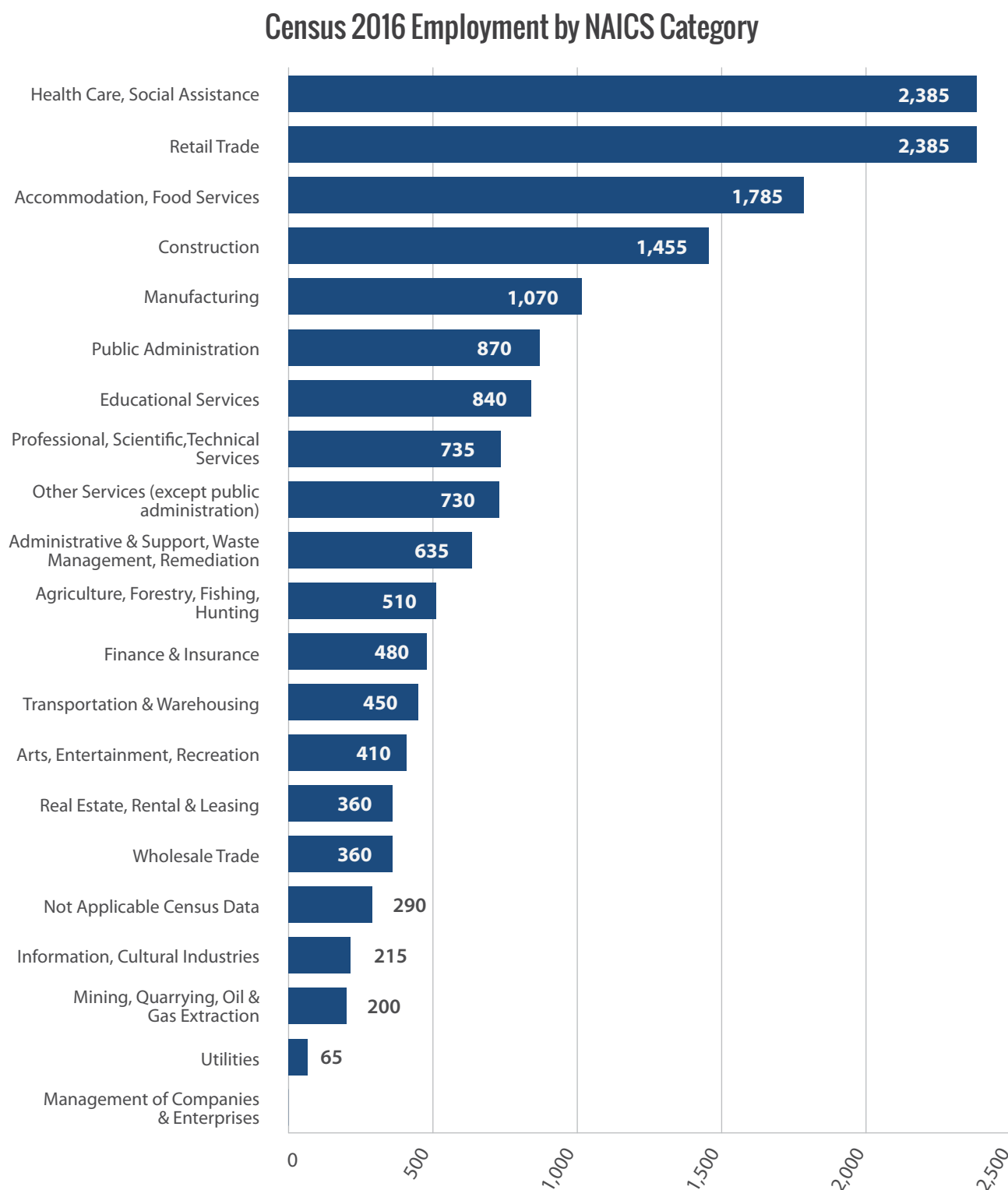
9 - See Appendix 3 for listing of reviewed studies and reports

10 - See Appendix 3 - #9

Estimating Draft Industry Cluster Size

Initial estimate of cluster size is based on Statistics Canada Census 2016 employment figures for the Penticton area as organized by NAICS (Industry) Category. See *Table 2* below.

Table 2. Cluster sizes by business category



A review of NAICS code definitions determined that in some cases NAICS code categories needed to be combined to represent the draft cluster definitions, and in other cases NAICS categories needed to be distributed between the draft cluster definitions. This enabled a better reflection of Penticton’s industries and allowed for more accurate analysis and recommendations tied to each unique industry cluster.

Some insight into the process of NAICS category combination and distribution was provided by reviewing the Penticton Business License data in relation to businesses’ definitions and NAICS codes.

However this process could only provide partial input due to limitations in descriptions of businesses in the data, and limitations in how NAICS codes were assigned to businesses in the data.

The most significant example of necessary redistribution of job numbers was from the Statistics Canada “Manufacturing” coding which was found to contain occupations in winemaking and distilling among other areas.

The resulting re-distribution of job numbers among draft industry clusters is represented in **Table 3** below.

Table 3. Re-distribution of job numbers among draft industry clusters

#	Cluster	Est. Jobs	% of Total
1	Public Administration	935	5.9%
2	Education Services	840	5.3%
3	Health Care & Social Assistance	2,035	12.8%
4	Retail/Wholesale/Warehousing & Transport	3,145	19.7%
5	Business, Finance & Management	2,210	13.9%
6	Tourism, Events, Arts & Culture	2,195	13.8%
7	Construction	1,605	10.1%
8	Manufacturing	759	4.8%
9	Wine/Beer/Spirit Production	761	4.8%
10	Technology	695	4.4%
11	Private Health & Senior Care	350	2.2%
12	Traditional Agriculture, forestry, fishing, hunting	235	1.5%
13	Professional Sports Services	150	0.9%
14	Value Added Agriculture & Bio Products	25	0.2%
	Total	15,940	100.00%

This distribution of job numbers was clearly characterized in all communications as a draft extrapolation of Statistics Canada figures and subject to change in the event that more exact data became available.

In interviews with Stakeholders representing industry clusters listed above, Stakeholders generally agreed the numbers seemed accurate or had only minor suggested adjustments.

For a more in-depth description of data issues and job numbers redistribution used for this report see Appendix 4 – **Clusters Data and Method for Defining Cluster Size.**



Draft Industry Cluster Relative Positioning within the Penticton Economy

In defining the draft Industry Cluster Diagram of Penticton, the Economic Development Task Force identified that, while all sectors of the Penticton economy are important, it would be valuable in deciding where and how the City's Economic Development resources should be deployed if sectors of the Penticton economy could be identified which, if supported, would have a relatively greater positive impact on the whole Penticton economy.

To this end the Task Force agreed that the commonly used economic model, Economic Base Analysis, would be useful in identifying sectors with relatively greater economic development impact. This model was presented in detail and used in the *Penticton Business Climate Survey Results document released by the Penticton Economic Development Department in February 2018*¹¹.

An overview of the Economic Base Analysis model is that it distinguishes between "Basic" business sectors whose predominant sales and clientele are outside the local (Penticton and area) market, and "Non-Basic" business sectors whose main sales and clientele are within the Penticton and area market.

The Economic Base Analysis model shows that Basic sectors bring "new" money into the local economy through their business dealings with outside clients and customers, and that Non-Basic sectors circulate money within the local economy. The model recognizes that a healthy local economy requires both Basic and Non-Basic sectors to function properly and that many sectors can have both Basic and Non-Basic attributes.

From an Economic Development perspective Economic Base Analysis shows that Basic business sectors generate a positive multiplier effect on Non-Basic sectors and so it is common for Economic Development resources to concentrate on retention, expansion and attraction of Basic business sectors which will in turn benefit the whole local economy.

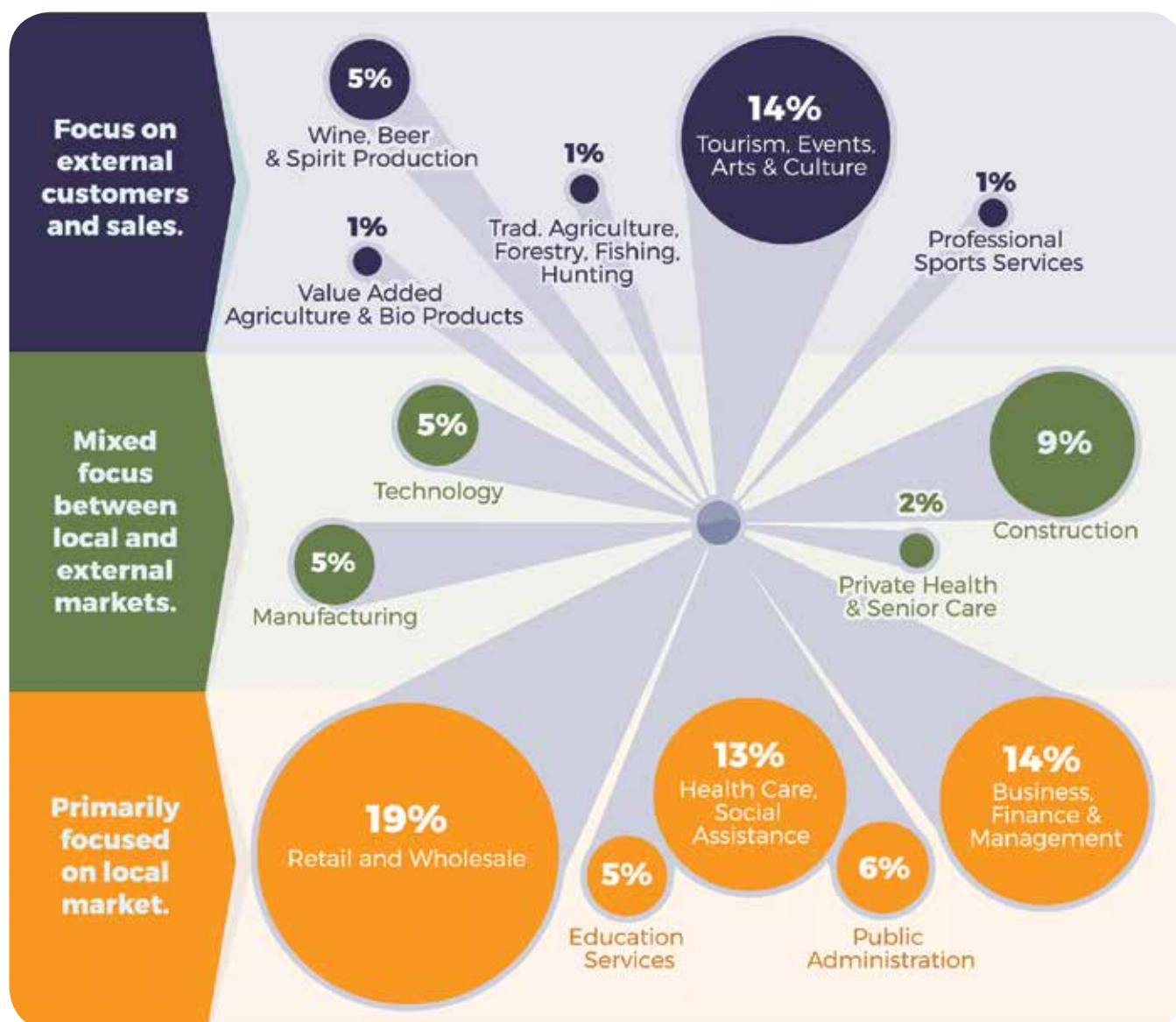
For the initial Penticton Industry Cluster Model the draft clusters were evaluated under the model for Basic and Non-Basic attributes and assigned to one of three categories on an initial basis.

11 - See Appendix 3 - #18

Initial Draft Penticton Industry Clusters Model Diagram

This initial draft Industry Clusters Model of the Penticton economy identified clusters based on trends in recent and current Economic Development studies and reports; sized clusters by extrapolating from 2016 Statistics Canada Census Employment data for the Penticton area; and arranged clusters graphically according to Economic Base Analysis Theory in three zones: Primarily Basic; Mixed Basic and Non-Basic; and primarily Non-Basic. See Figure 4 below.

Figure 4. Initial draft Industry Clusters Model of the Penticton Economy



Note: Draft cluster size represents the estimated percentage of jobs in Penticton extrapolated from Canada Census 2016 figures and adjusted to total 100%.

Relative position and grouping of clusters is derived from review of research literature and subject to verification in project's second phase.

PART 2 - STAKEHOLDER INPUT

Stakeholder Selection for Interviews

The initial draft Industry Clusters model was taken to interviews in person or via telephone with twenty-eight stakeholders drawn from a selection of industry clusters.¹² Those interviewed were asked to evaluate and comment on four topic areas and also provided opportunity for unsolicited input on relevant matters of significance to each of them.

- › The accuracy of the employment size portrayed for their cluster;
- › Whether their cluster was more basic or non-basic in its overall economic activity;
- › What economic data they or their sector could provide the City;
- › What their important economic development issues and suggestions were.

The intent of the interview portion of this project was to gain qualitative input from informed stakeholders, along with access to economic data that would enable a quantitative update to the initial draft Industry Clusters Model and input into economic development priorities.

Stakeholders were chosen for interviews based on:

- › Being in a senior role in a business or organization that was significant within the cluster.
- › Having a representative role in the identified clusters such as head of, or Board Member of, an Industry Association or Marketing Group.
- › Having a depth of experience with working in their cluster and in the Penticton economy.
- › Recommendation of stakeholders within the cluster.

Cluster Prioritizing for Interviews

Clusters were initially prioritized for stakeholder interviews based on if a cluster was theoretically perceived as significantly Basic in function, as stakeholder confirmation of a cluster's Basic status was reasoned to be important in defining a working cluster model.

Clusters were secondarily prioritized for interviews by size of estimated employment because stakeholder input on estimated cluster employment was reasoned as important to refining the working cluster model, and the assumption was made that clusters with higher employment numbers or values would have important impact on the over-all local economy.

Clusters interviews were also prioritized by private sector or public sector. This was defined by the original Key Result Areas 3 & 4 of the *Economic Development Strategic Plan 2018 - 2022*¹³ which

specify developing priority industry clusters and attracting new ventures in priority industry clusters. The focus on industry in these Key Result Areas implied a priority focus on the private sector for this stage of this project.

Note: While not the focus of this report and project to date, it is important to acknowledge that the clusters in the public sector do figure prominently in Penticton's economic landscape. As graphically portrayed in the draft Industry Clusters Model they represent an estimated one quarter of the jobs in the Penticton economy. The Penticton Economic Development department, under other Key Result Areas in the Economic Development Strategic Plan 2018 - 2022, is currently working on initiatives to ensure that it maintains communications and relationships with local public sector organizations in relation to their current operations and issues as they may affect the City's over-all economic status and development.

12 - See Appendix 1 for listing of interviewed Stakeholders
13 - See Appendix 3 - #24

Interviews were distributed according to the criteria listed above plus an on-going evaluation if sufficient interviews had been held to evaluate a cluster's status within the model.

Based on the criteria above Stakeholder interviews were held representing the following clusters:

1. Manufacturing (4 interviews)
2. Tourism, Events, SOEC, Arts and Culture (6 interviews)
3. Professional Sports Services (1 interview)
4. Wine, Beer & Spirit Production (3 interviews)
5. Construction (4 interviews)
6. Technology (3 interviews)
7. Retail, Wholesale, Sales and Service (4 interviews)
8. Private Health and Senior Care (1 interview)
9. Business, Finance & Management (2 interviews)

Four Common Themes Emerging from Stakeholder Interviews:

It became apparent over the course of the interviews that there were four common themes being consistently expressed by cluster Stakeholders, which had implications for the draft Industry Clusters Model and Economic Development.

1. Quantitative Local Level Jobs and Economic Data is Not Readily Available from Clusters

- › Stakeholders interviewed were predominantly unable to provide access to detailed, comprehensive jobs and economic data at the local level, with the exception of two individual businesses where economic impact studies are a part of their core business requirements.
- › Stakeholders reported that, if they did use public statistics (and many do not see them as key to their business operation) they use Statistics Canada or BC Stats data or, in some cases, data gathered by Provincial business associations they are affiliated with. Stakeholders commented that in most cases this Provincial level data was difficult if not impossible to extrapolate to the local level with any accuracy.
 - The implication of this input for the draft Industry Clusters Model is that refinement of relative cluster sizes and estimation of economic value at this stage would have to be based on Stakeholders' qualitative input, as the anticipated access to data via cluster stakeholders was not available.
 - The implication of this input for Economic Development is that for local cluster economic data deemed necessary, the Department will need to explore options for generating practically useful economic data at the local level in conjunction with local business clusters and associations which may include joint economic impact and opportunity assessments with industry clusters.

2. Penticton's Economy is Significantly Dependent On Doing Business Outside The Region.

- › According to Stakeholders interviewed a large percentage of "local" businesses are significantly dependent on sales and customers from outside Penticton and the Okanagan, and in many cases, outside of BC and Canada. This includes companies in Manufacturing, Construction, Wine, and Technology as well as Tourism.
- › Sales and contracts for a significant number of these businesses can run between 80% and 95% outside Penticton/Okanagan according to Stakeholders. In addition Retail stakeholders reported that some of their outlets are increasingly relying on internet mediated sales outside Penticton in order to be viable businesses.



- The implication of this input for the draft Industry Clusters Model is that many more clusters belong in the Primarily External Customers & Sales zone and not in the “Mixed focus” zone.
- The implication of this for Economic Development over-all is that the concept of the “local” Penticton economy must include regional and wider economic factors, and that Penticton has multiple primarily “Basic” clusters.

3. The Concept of Cluster Permanence vs Cluster “Flight Risk”

- › This issue was brought up by Stakeholders in several interviews. Cluster permanence is the concept of how probable it is that a cluster will remain in Penticton through varying economic conditions and over time. Its significance was immediately apparent in relation to potential “flight risk” of clusters in Penticton due to economic or other factors making it necessary, or advantageous, for businesses within a cluster to move to other locations.
- › Several stakeholders pointed out that their industries could be “loaded on a truck” and moved to another location fairly easily in response to economic advantages elsewhere. Industry clusters of note that this could apply to are Manufacturing, Technology and Construction.
 - While permanence vs flight risk has no implication for the draft Industry Cluster Model, it does have an implication for evaluating Economic Development priorities in relation to the Key Result Areas of developing and attracting priority clusters. The implication is that a cluster’s “permanence” vs “flight risk” is a factor that should be taken into account as part of the prioritization process.

4. Many Penticton Businesses are Tech-Enabled Using Current Technologies.

- › In interviews with Stakeholders it became apparent that current and sophisticated technologies are integrated into many business’ operations. Construction engineers are using Virtual Reality; Manufacturers are using robots and 3D Printers; Wineries are using vineyard to bottle work-flow management software tools; and Tourism and Retail are using social media marketing and data analysis.
- › Stakeholders’ comments indicate that they do not see this tech enabling as “innovative” but more that this is being driven simply by business needs to be competitive in the global market. Stakeholders’ comments also indicate that this tech enabling is uneven across and within clusters.
 - While this has no direct implication for the Industry Clusters model the implication for Economic Development is to both assess infrastructure capabilities and potential needs to provide necessary services to an increasingly tech-enabled economy, as well as to consider the potential implications for businesses in Penticton that are not tech-enabled.

Economic Development Issues in Common

Common Economic Development related issues that were consistently expressed by Stakeholders across all cluster interviews ranged from the narrowly specific to globally general. The following were consistently expressed or agreed to by Stakeholders:

1. Skilled staff lack of availability and difficulty of retention.
 - a. This was a consistent issue with all cluster stakeholders interviewed.
2. Affordable and available housing for staff.
 - a. This was brought up as a consistent issue related to staff availability and retention.
3. Issues arising out of City policies or actions which Stakeholders perceived as being based on incomplete understanding of clusters' business operations and needs.
4. Macro-economic forces beyond the borders of Penticton were brought up regularly as significant issues for local businesses and clusters.
5. Costs and time for dealing with regulations and bureaucracy is an on-going challenge for business.
 - a. This was included by most clusters and was not an issue that was directed solely at the City but at all levels of government and regulatory bodies.
6. Taxation costs and costs of reporting and remitting.
 - a. This was included by most clusters and was not an issue that was directed solely at the City but at all levels of government and regulatory bodies.

Note: Many stakeholders across clusters brought up safety and security issues related to crime as increasing their cost of doing business locally.

Consistent Comments on Economic Development Fostering a Development & Attraction Environment

The following suggestions were common among stakeholders interviewed in relation to how Economic Development could effectively foster an environment that furthers industry development and attracts new ventures.

1. Maintain both formal and informal communications and relationships with local clusters, with the intent of understanding current business operations and issues. In Stakeholders' opinion this will:
 - a. better enable City policy formation that is responsive to evolving economic needs which will then contribute to a dynamic environment for development and attraction of clusters.
 - b. give the City on-going insight to local business's economic indicators.
 - c. assist the City to identify and pursue, or respond to, economic opportunities and threats.
2. Work with clusters to assist with attracting and retaining necessary skilled hires to the community.
3. Work with businesses and sectors on local economic data collection, organization and availability that will assist in business and policy planning.
 - a. Potentially this includes participation in joint economic data collection initiatives or economic impact and opportunity assessments with industry clusters.
4. Facilitate industry connections with government and other programs that bring money, resources and opportunities into the business community as local businesses often do not have the resources to actively pursue these opportunities.
5. Enact a method of soliciting local bidding (not necessarily local buying) in the City's RFP/Supply process to actively include the business community in City operations where appropriate.

Cluster Descriptions and Cluster Specific Input Summaries

This section provides a brief description of the individual industry clusters and summarizes stakeholder responses to key areas of Basic vs Non-Basic qualities, jobs numbers, data availability, permanence (if relevant) and summarizes one or more key stakeholder inputs.

WINE, BEER AND SPIRIT PRODUCTION

At the time of this report this sector includes approximately fifty-five wineries in the Penticton & Naramata area making and selling wine; viticulture (grape growing) operations in the same area; five craft breweries making and selling beer; three distilleries making and selling Spirits; and growing hops for beer and other crops for spirits. At the time of writing this report, two additional craft breweries were in the process of relocating to downtown Penticton.

The commonality within the sector is that the businesses grow and use agricultural produce to create a fermented, alcoholic beverage which is controlled by law and consumed as part of lifestyle / recreation.

Wineries and viticulture represent the vast majority of economic activity in this sector locally and while there are many similarities between business models and agricultural practices within this sector, stakeholders in the wine, beer and spirits businesses see themselves as separate but related industries, and those working in the wine & viticulture industry do perceive themselves as strongly connected to agriculture as a whole.

Stakeholder input points out the wine industry portion of this sector sells an estimated 95% of its products to customers outside the Okanagan through restaurants, wine stores and wine touring visitors from outside the Okanagan. While the outside sales of craft beer and spirits are not as high,

the dominant size of the wine industry in this cluster defines this cluster as primarily bringing in outside income or Basic in nature.

Stakeholder input on employment pointed out that this was difficult to estimate accurately as the industry employs many people part time and seasonally. Comments on jobs pointed out that while many jobs in the industry are entry level at, or close to, minimum wage, industry management, marketing, technical, and wine/beer making related positions are at significantly higher rates and salaries.

Penticton specific economic data for this industry is not available with best available data being at the Provincial level through the BC Wine Institute (BCWI) and the BC Craft Brewers Guild. Stakeholders comments are that this data is undependable when extrapolated to local levels and that work to improve the availability of that data would be valuable, but is not currently being done by local industry.

In addition to the common Stakeholders' input listed in the previous section of this report, industry specific input and suggestions on Economic Development were that Stakeholders feel that this cluster has strong growth potential, but at the same time local businesses are seeing increasing competition in a maturing market, so efforts by the City to understand the needs of this cluster and support its promotion and development continue to be important.



CONSTRUCTION

This sector includes trade and professional employment categories in industrial, commercial, institutional, and residential construction as well as renovation work, engineering, architecture, landscaping, and road building. The commonality within the sector is the connection to developing, building, upgrading and physically maintaining commercial and residential properties and areas.

Stakeholder input points out that while this sector includes all aspects of the construction spectrum from companies doing large scale industrial/commercial/institutional or residential work, to the one person contractor doing small renovations and maintenance, there is an on-going interconnection where larger companies are contracting both each other and smaller companies on a project basis.

The stakeholders interviewed for this cluster were drawn from larger companies and organizations in the industrial/commercial/institutional (ICI) portion of this cluster and their input pointed out that for local companies working in the ICI area most of the projects were outside of Penticton and were financed from outside Penticton. Further commentary was that many local large scale projects were financed from outside Penticton as well. This input suggests strongly that the Construction cluster is primarily bringing income into the local economy defining it as Basic in the Cluster Model.

Stakeholders' comments on employment included that construction labour, and to a certain extent, technical and management roles in construction, were significantly mobile and frequently re-located to where construction projects were. Stakeholders

pointed out that this meant employment figures in construction for Penticton, or any area, would tend to vary significantly depending on major project schedules. They also pointed out that many employed in construction might consider Penticton their home base, but would spend the bulk of their time working elsewhere.

Stakeholders were unable to provide employment and other economic data at the Penticton level however the representative of the Southern Interior Construction Association (SICA) pointed out that through their Provincial organization this was beginning to be addressed but that data would not be available for some time. Stakeholder input on the employment numbers relative to the draft cluster diagram was mixed pointing out both the variability of employment in the sector and transient nature of workers. Estimates were that employment was relatively high now given the number of major projects locally. Comments on pay scales within the industry were that construction labour, professional and management pay scales were significantly higher than those in the service industries.

In addition to the common Stakeholders' input listed in the previous section of this report, industry specific input and suggestions on Economic Development was that an escalating cost factor for the industry was the overhead costs of dealing with increasing levels of regulation and the complexities of dealing with the governments and agencies administering them. Suggestions around this were that any effort to streamline and simplify these processes by the City would be beneficial.

MANUFACTURING

The Manufacturing cluster in Penticton is comprised of approximately eighty businesses engaged in a broad range of manufacturing that are primarily located in the industrial zoned area in the Southeast sector of Penticton. The diversity of goods manufactured in this cluster is significant, ranging from small electronics components to manufactured homes, and precision metal parts cutting, welding and assembly to large scale metal casting. Most businesses in this cluster are members of the local Penticton Industrial Development Association (PIDA). Input from Stakeholders indicates that between 80% and 95% of all products manufactured locally are sold in markets outside Penticton and most of those in markets that are national and global in scope. Suppliers for this industry range from international raw material and sub-component suppliers to local hardware and materials suppliers. This input indicates that this sector is primarily bringing in outside income and so is primarily Basic in economic nature. Stakeholder feedback unanimously expressed that the draft projected employment figures for this cluster of around 5% of overall local workforce seemed low considering the presence of multiple small subcontractors and specialty suppliers in Penticton whom are part of the cluster. Stakeholders also pointed out that jobs in this cluster were more consistently year round employment and at significantly higher pay scales than jobs in many of the service sectors. Stakeholders pointed out that this implied

that over all payroll value within this sector was most likely stronger than many of the service sectors despite them having a higher percentage of jobs within the economy.

Current Penticton specific jobs and economic data for this cluster are not available, although members of the local Association (PIDA) are currently working to assemble some of that data as time allows.

An issue unanimously expressed by Stakeholders in this cluster was that many local manufacturing operations regularly receive invitations to relocate to other jurisdictions and that those invitations include significant and beneficial economic incentives. Stakeholders expressed that many people outside these businesses don't understand that machinery used for manufacturing is primarily modular and with varying levels of ease can be packed up and trucked to new locations. This creates an on-going potential "flight risk" for this cluster to lose businesses to other jurisdictions where they will benefit financially.

In addition to the common Stakeholders' input listed in the previous section of this report, industry specific input and suggestions on Economic Development included the importance of consistencies over time in City policies, taxation, and other factors affecting business costs for City services, as well as long term access to land use - as these were important to financial projecting and long term viability for businesses in this cluster.



TOURISM, EVENTS, SOEC, ARTS & CULTURE

This sector includes Tourism marketing organizations and businesses; accommodation and food services; entertainment and recreation businesses; events in the areas of sports, entertainment, food & beverage, recreation, and cultural expositions; and the South Okanagan Event Centre, Penticton Trade & Convention Centre, along with other facilities whom are part of that management group. This sector also includes Fine and Performing Arts & Culture.

The primary commonality among this cluster is that they all promote or provide visitor services, amenities, and/or activities to people visiting the Penticton area. Visitors can be thought of in two ways: the tourist who's intent is primarily for some form of recreation; or the purposeful visitor who's primary intent may be educational, training, work-related, conference/tradeshaw attendance, competition participation, or similar.

The very nature of Tourism and visitor oriented events is that they are bringing outside customers and income into Penticton from the Pacific Northwest region and beyond. With an approximate capacity for 2,400 visitors per night this industry cluster is considered a Basic component in the economy.

Stakeholder input points out that one of the challenges of the Tourism cluster is many of the businesses and organizations that contribute to the Cluster's jobs and value also provide goods and services to the local community, making it difficult to draw clear boundaries around this cluster and to define its impact. An example given was of the City's Recreation Centre which is not commonly thought of as a Tourist amenity but used by visitors for swimming, working out, child minding programs, and other services. This same issue applies to movie theatres, concert venues, restaurants, and public spaces to name a few. Stakeholders further pointed out that this is also true of the Arts Community, normally included in this sector, in that the Arts is both

focused on the cultural enrichment of local residents while at the same time is an additional attraction to the area.

Stakeholders pointed out that the issue above makes it difficult to estimate how accurate local job and economic value estimates are as, with a notable exception, local data is not available. The exception is the South Okanagan Events Centre along with the Conference Centre and other facilities under the same management group, who produce annual economic impact statements for the combined facilities under their management as part of their regular operations. Most recently this impact statement showed total economic activity of \$34.8 million, generating the equivalent of 378 jobs and \$2 million in taxes.

Other stakeholders in the cluster expressed that it would be useful to the Cluster as a whole if data could be collected or derived for the Cluster's overall jobs and impact in addition to the SOEC's figures. Additionally, while many tourism related entry level positions are at minimum wage, pay scales increase at the supervisor and management levels with economic impact ramifications.

In addition to the common Stakeholders' input listed in the previous section of this report, key input from Stakeholders is that Tourism impacts the local economy; plays a role in business and resident attraction; and contributes to resident quality of life. Better understanding of these impacts of the Tourism and events sector would both benefit the sector in terms of planning and strategy in an increasingly competitive BC tourism market, and would benefit the City in understanding where and how Tourism related policies are needed and effective. A further benefit of this information would be to communicate to residents and other business sectors what the impacts of Tourism are, and how those residents and sectors may be affected by it.

PROFESSIONAL SPORTS SERVICES

This cluster is comprised of businesses providing professional sports preparatory training, coaching, and ongoing professional training. The cluster is comprised mainly of the Okanagan Hockey Group which runs the Okanagan Hockey Academy, The Okanagan Hockey School, and is the business centre for similar operations across Canada and internationally.

The majority of the Okanagan Hockey Group's clientele are from outside the Penticton area and come to reside in Penticton temporarily while taking part in the Group's programs. This defines the Cluster as Basic in the local economy as it is bringing in outside income.

The Okanagan Hockey Group produces regular economic impact statements that most recently show 30 full time and 100 part time jobs with a payroll value in excess of \$1.76 million per year, and combined total local spending impact of \$18.08 million.

In addition to the common Stakeholders' input listed in the previous section of this report, key Stakeholder input is that the Hockey Group and this cluster are closely related to Tourism as promotion of the Hockey Group is seen to have spin off benefits for Tourism to the area, and the Hockey Group's clientele constitute the "purposeful visitor" defined under Tourism in this report. In addition the program attendees are regularly visited by family who come and stay in the area.

PRIVATE HEALTH AND SENIOR CARE

This cluster includes senior living and care facilities; commercial home medical and personal care; and private health and personal care practitioners not included under public health programs.

Due to limited resources only a single Stakeholder could be interviewed from this cluster and the Stakeholder chosen was a long term administrator at a seniors' living residence located in Penticton. This choice was made on the assumption that if any aspect of this industry was potentially focused on external markets it would be seniors' retirement and care housing.

Stakeholder input was that in the local market, seniors coming into Independent living facilities and other seniors' care facilities were primarily already residents in Penticton or the Okanagan. The Stakeholder pointed out that often these people had retired to Penticton from other locations in Canada but initially lived in a home or condo before moving into a living or care facility. The stakeholder's experience indicated that local private care services were also working primarily for local area clients.

The Stakeholder feedback puts their aspect of this cluster in the category of recirculating money and this report makes the assumption that this is true for the rest of this cluster as well, which defines this industry cluster as Non-Basic in terms of the cluster model.

The Stakeholder felt that employment estimates for the cluster were approximately correct but could not comment on it any further as local level industry data is not available.

In addition to the common Stakeholders' input listed in the previous section of this report, the stakeholders key comment was that this cluster is growing simply due to demographics and that City development and permitting departments should be prepared for the increased demand driving new, innovative, senior housing and care options.

15 - See Appendix 3 - #11

TECHNOLOGY

This cluster is comprised of companies that develop software; provide software consulting; management and support; and companies who build physical technology where an important aspect of the product is the software they design and support.

The commonality among this cluster is the focus on software as the core business. It is important to note that the use of technology and the presence of workers with technology skills is pervasive across clusters in Penticton, however this cluster is distinct in that it is focused on the software and technology itself.

Stakeholder input estimated that seventy to eighty percent of customer sales and service for this sector was outside of Penticton, including Okanagan, national and international markets. This feedback establishes that this cluster is bringing income into the economy and positions it as a Basic cluster.

Stakeholder reaction to the draft Cluster Model job numbers in Penticton indicated that it was actually high, given the narrow definition of the Cluster. Stakeholders did comment that, despite the relatively small size of the cluster, payrolls within it were higher relative to other clusters, giving this sector more economic value than others with higher job figures.

Stakeholders did not have access to jobs and economic input data at the Penticton level. They recommended looking at Okanagan regional data generated by Accelerate Okanagan but cautioned that this data did not necessarily translate well to Penticton.

Stakeholders pointed out that the technology sector continues to grow world wide, as well as in the Okanagan, and that the Penticton cluster should be able to benefit from that for local growth.

A challenge for local Penticton technology businesses is their relative smaller size individually, and the relative small size of the cluster, which limits their resources to identify and pursue the available



opportunities for development and growth through new and existing government initiatives, industry organization initiatives, and via regional information sharing and joint initiatives.

One of the factors Stakeholders brought up in relation to this cluster was its portability and how easy it was for workers and businesses in the cluster to move to different jurisdictions. They pointed out that while lifestyle was a factor in retaining businesses and workers in Penticton, economic and business issues were equally if not more compelling.

In addition to the common Stakeholders' input listed in the previous section of this report a key issue directly relevant to the cluster that stakeholders spoke about was that attraction of more businesses into the cluster in Penticton would be beneficial by providing: a wider talent pool for existing companies growth; increasing the appeal of Penticton to skilled workers through the availability of more local job options; and increasing the capacity of companies within the cluster by being able to subcontract within the cluster to take on larger projects.



RETAIL, WHOLESALE, SALES & SERVICES

This cluster incorporates retail stores, retail services and wholesale distributors connected to retail (as opposed to wholesale suppliers specialized for other clusters). These businesses are spread throughout Penticton with concentrations in the one shopping mall towards the South end of Penticton and downtown at the North end of town.

Stakeholders pointed out that retail sales and service in Penticton are primarily to local area customers along with shoppers from the South Okanagan for which Penticton is a shopping hub. Based on this the cluster is characterized as primarily local and Non-Basic for positioning purposes on the draft Cluster Model.

Stakeholders did not have access to local employment and economic data at the level of Penticton, and due to the number of businesses in the cluster felt that it was difficult to assess, but pointed out that a significant number of jobs, many of them part time, were provided by the retail sales and service cluster.

Potential data sources identified were Provincial level shopping mall and retail associations but Stakeholders commented that this data was at the Provincial level and not directly translatable at the local level.

In addition to the common Stakeholders' input listed in the previous section of this report a key input from stakeholders was that the "Amazon effect" of online shopping was more complex than simply affecting sales. Comments in general were that it was affecting both customer and retailer behavior with the effect that retailers were increasing their online and social media presence as part of their marketing and customer retention programs, with the result that retailers were starting to have more online and out of town clientele.

BUSINESS, FINANCE AND MANAGEMENT

This cluster includes accounting, legal, financial, and other professional services not included in other clusters.

Stakeholders interviewed reported that businesses in this cluster primarily serviced companies and clients in Penticton with a small percentage of clients from outside the area. This positions this cluster as primarily local or Non-Basic in nature.

Stakeholders did not have jobs and economic data available at the Penticton level and pointed out that estimating is challenging as this cluster covers a significant number of business areas.

A potential source of data identified by stakeholders at the Provincial level is through Small Business BC, although stakeholders felt that it would be of limited use at the local level.

In addition to the common Stakeholders' input listed in the previous section of this report, a key economic development input from stakeholders in this sector is that attracting professional interns and entry level people to the area is difficult due to relocation costs and resistance to coming to a small centre. Stakeholder suggestion was to look to local college and university programs to train young people who are already residents of the area.

HEALTH CARE AND SOCIAL ASSISTANCE / PUBLIC ADMINISTRATION / EDUCATION SERVICES

Stakeholders from these clusters were not interviewed during this stage of the project.

This was defined by the original Key Result Areas 3 & 4 of the Economic Development Strategic Plan 2018 - 2022 which specify developing priority industry clusters and attracting new ventures in priority industry clusters. The focus on industry in these Key Result Areas implied a priority focus on the private sector for this stage of this project.

- › It should be noted that while not the focus of this report or project to date, it is important to acknowledge that the clusters in the public sector do figure prominently in Penticton's economic landscape. As graphically portrayed in the draft Clusters Model they represent an estimated one quarter of the jobs in the Penticton economy.
- › The Penticton Economic Development department, under other Key Result Areas in the Economic Development Strategic Plan 2018-2022 is currently working on initiatives to ensure that communications and relationships with local public sector organizations are maintained in relation to their current operations, issues and opportunities as they may affect the City's over-all economic status and development.

VALUE ADDED AGRICULTURE AND BIO PRODUCTS

No stakeholders were interviewed relative to this cluster due to limitations of time and resources for this report and the current very limited size of this Industry Cluster.

This cluster was placed in the original model however as it was identified in the 2016 Foreign Direct Investment Strategy Report as a potential industry cluster with strong interest from external investment and external markets as part of an overall positive outlook for agriculture and agri-tech.

As defined in this report this cluster also includes growing and processing medical and recreational use marijuana which is an industry projected to have large potential in the near future but that due to current legal and political status was beyond the scope of this project at time of writing.

Follow up with this Industry Cluster is recommended in the Industry Cluster Attraction – Priorities for Consideration section of this report.

TRADITIONAL AGRICULTURE, FORESTRY, FISHING, HUNTING

No stakeholders were interviewed relative to this cluster due to limitations of time and resources for this report and the current very limited size of this Industry Cluster.

This cluster was placed in the original model however as it was identified in the 2016 Statistics Canada Census job figures and there are several businesses locally in this Industry Cluster.

It is important to note that this cluster's inclusion of traditional agriculture does imply cross connections with the significant viticulture and wine industry.

Follow up with this Industry Cluster is recommended going forward.

17 - See Appendix 3 - #24
18 - See Appendix 3 - #9

Updated Draft Penticton Industry Clusters Model Diagram

At the conclusion of the interview stage, Stakeholder feedback was used to re-draw the Clusters graphic, shown below in Figure 1, and which underlines the often quoted observation that “Penticton’s economy is diverse and multi-faceted.”

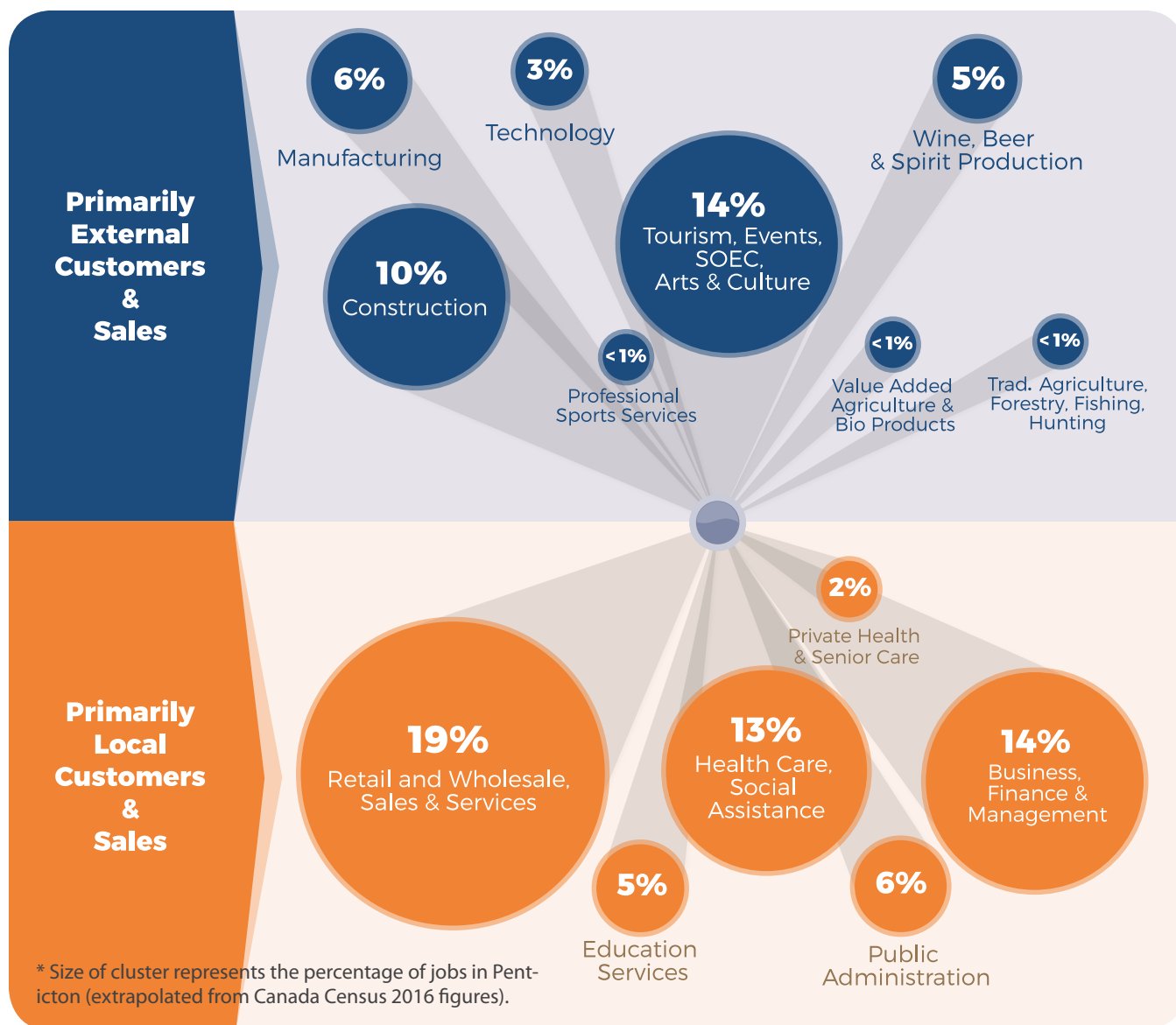
The primary impact of Stakeholders’ comments on the graphic was to place more industry clusters in the “Primarily External Customers & Sales” category and eliminate the category of “Mixed Focus between external and internal markets”. The reason for this is discussed in this report as part of the Four Common Themes in Stakeholder Interviews section,

specifically the subsection “Penticton’s economy is significantly dependent on doing business outside the region.”

Small adjustments to category job percentages were also done based on Stakeholders subjective input.

However the important comment on this diagram is that because there is not sufficient accurate local quantitative jobs or other economic data currently available, this diagram must be considered a DRAFT model currently based on qualitative input from industry stakeholders.

Figure 1. External and Local Industry Clusters (this diagram also appears on page 5 in the Executive Summary)



PART 3 - RECOMMENDATIONS

Prioritizing Retention, Expansion, and Attraction

The Industry Clusters project is intended to provide input and recommendations into the Economic Development Strategic Plan 2018 – 2022¹⁹ Key Result Areas to develop and implement a plan to foster an environment that further develops priority industry clusters, and attracts priority industry clusters. This implies establishing an environment that is actively encouraging development and attraction.

As part of the project process, a complimentary goal was introduced in consultation with the Economic Development and Prosperity Task Force, who pointed out the potential value of being able to identify sectors of the Penticton economy which, if supported (or attracted), would have a relatively greater positive impact on the whole Penticton economy. It was established that these sectors could be identified on the basis of Basic or Non-Basic

economic activity according to the Economic Base Analysis model.

Taken together these goals imply prioritizing retention and expansion (development), and attraction of Industry Clusters taking into account those that would have a relatively greater positive impact. This report has identified that Base industry clusters as defined by Base Analysis Theory have a relatively greater positive impact and through Stakeholder input has identified Base Industry Clusters.

Prioritizing economic development does need to take into account more than one factor, and input from Stakeholders interviewed as part of this project, and from reviewed recent economic studies and reports on the Penticton economy²⁰, suggest that when applicable the following points be considered when establishing Economic Development priorities.

RETENTION & EXPANSION: CONSIDERATIONS FOR PRIORITIZING ECONOMIC DEVELOPMENT

1. **Basic vs Non-Basic** – Basic industries that bring new income into the economy should factor as a higher priority from an economic development perspective.
2. **Permanence (Flight Risk)** – The potential for an industry’s mobility should be factored in not just from the perspective of flight risk, but also from a perspective of what opportunities for expansion this may present for mobile industries relocating into Penticton.
3. **Impact** – The cluster’s existing or potential size in terms of jobs and economic value should be estimated with value attached to larger potentials.
4. **Financial Health** – Evaluating if a cluster is financially vibrant, steady, or ailing will help to clarify if needed actions are to remediate issues, or support continued health and growth.
5. **Lifecycle Stage** - Evaluating if the cluster is relatively new in the economy, well established, or becoming obsolete in terms of its economic cycle will help to clarify potential long and short term benefits to the local economy of investing Economic Development efforts in the cluster.
6. **Ability to Expand** – Specifically in relation to economic expansion, clusters should be evaluated for potential limits to growth that Penticton cannot influence.

ATTRACTION – CONSIDERATIONS FOR PRIORITIZING ECONOMIC DEVELOPMENT

1. Basic industries - as they will in turn support growth in non-basic industries.
2. Existing support within the economy that can assist with attraction of target industries such as: identified opportunities related to local existing industry clusters; relevant tax incentives; government program support; and private investment interest for targeted industries.
3. Evaluating if Penticton either already has the necessary aspects and infrastructure necessary for attraction target industries, or can create them at a reasonable return on investment.

19 - See Appendix 3 - #24

20 - See Appendix 3 for list of reviewed studies and reports

Industry Cluster Retention and Expansion - Priorities For Consideration

This report recommends that the following clusters be considered for Economic Development Retention and Expansion priority status using the criteria listed above, and for the reasons stated below based on input from Stakeholder interviews.

TOURISM, EVENTS, SOEC, ARTS & CULTURE

- › This cluster is by nature Basic and input suggests that there is both opportunity for growth in jobs and economic impact, and a risk of competition for that growth from competing destinations in BC.
- › Tourism in all its forms is a significant part of Penticton's civic identity but the full scale and impact of this cluster has proved difficult to quantify because of the industry's underlying links to many businesses and aspects of the community, and the costs associated with assessing economic impact.
- › Stakeholder input from Tourism and other clusters implies that Tourism contributes to community attraction for new business and new residents which benefits other business sectors, and that Tourism adds to the quality of life for residents, but that the scale and impact of this is not well understood by many sectors.
- › Better understanding of Tourism's impacts and effects would benefit the sector in terms of competitive planning and strategy and would benefit the City in understanding where and how Tourism related policies are needed and effective.

Tourism, Events, SOEC, Arts & Culture Recommendations for Consideration:

That Economic Development Work with Tourism industry stakeholders to establish, gather and analyze measures of attraction, quality of life and economic impact of the industry that allow fuller understanding of the industry's role and opportunities in the local economy. And to then use this information to determine ways going forward that the industry and the City can work together to support Tourism's competitive position in the BC market and contribution to the City economically.

TECHNOLOGY

- › Stakeholder input indicates that, with sales primarily outside the Penticton area, this is a Basic cluster that has strong payroll value providing good to high paying jobs.
- › The sector has good opportunity for growth in that the appetite for technology development is strong globally and Penticton has a close proximity to the strong technology sectors in Kelowna, Vancouver and Calgary.
- › Both the Provincial and Federal government have recently initiated new technology sector financial support initiatives and Penticton has key aspects of necessary infrastructure in place.
- › Businesses locally in this sector are small and have limited resources for identifying and pursuing available resources for growth. At the same time this sector has a component of flight risk in that businesses are highly mobile, and opportunities for local growth would mitigate that risk.

Technology Recommendations for Consideration:

1. That Economic Development, in consultation with the Penticton Technology Cluster, act as a catalyst for: connecting local companies with regional Okanagan technology development; bringing government and other agency professional development programs to Penticton; lobbying to support and improve existing government technology incentive programs, and; accessing new public and private finance and investment opportunities for the local industry.
2. In support of facilitating grants and investment to the local cluster, to jointly establish economic impact and opportunity measures that will meaningfully contribute to industry planning and City policy going forward.
 - a. Gather and analyze jointly established economic impact and opportunity measures, and create an on-going process for updating, aggregating, and making that data available for business planning and City policy purposes going forward.

WINE, BEER & SPIRIT PRODUCTION

- › Viticulture and wine production represent the majority of economic activity in this cluster and their primary dependence on external markets defines the overall cluster as Basic in the local economy.
- › Input from stakeholders suggests that viticulture and wine, as well as other businesses in the cluster, have strong opportunities for continued growth.
- › Stakeholder input from this and other clusters indicates that this cluster is a significant economic factor locally; plays an important role in community attraction for other sectors; and adds a positive quality of life factor for residents. However stakeholders agree that the scale and impact of these is not well understood making policy and economic planning going forward difficult in relation to this cluster.
- › While this cluster has strong growth potential, Stakeholders point out that at the same time local businesses are seeing increasing competition in a maturing market, so efforts by the City to understand the needs of this cluster and support its promotion and development continue to be important.

Wine, Beer & Spirit Production Recommendations for Consideration:

1. That Economic Development work with sector stakeholders to establish and analyze local economic, attraction, and quality of life contribution values of the industry in ways that enable the City and the cluster to work together to support its health and growth, plus communicate its economic, attraction and social benefits role going forward.
2. That Economic Development support the development and implementation of local resources for the Wine, Beer & Spirits cluster through local institutions such as Okanagan College and the potential location of a Provincial Wine Centre for Excellence in Penticton for the benefit of both the local cluster and Tourism in the Penticton area.

MANUFACTURING

- › Stakeholder input suggests that the majority of this cluster’s economic input is from outside the region defining it as strongly Basic in nature.
- › This cluster represents at least six percent of jobs in Penticton and Stakeholder input implies that jobs in this cluster tend to be, on average, higher paying than in many other Penticton industry clusters giving this cluster a relatively strong payroll value within the local economy.
- › Input suggests that this cluster is subject to flight risk as it is relatively easy to move businesses’ operations and that businesses within it regularly receive economic incentive invitations to relocate to other jurisdictions.
- › Input suggests that the City may be able to influence the economic health, growth and flight risk of this cluster through facilitating policy and program development going forward.

Manufacturing Recommendation for Consideration:

That Economic Development communicate and work with this sector to: create consultation processes with regard to the formulation and enactment of City policies affecting this sector; to develop strategies for mitigation of flight risk within the sector, and; initiate on-going processes for capturing and analyzing data on sector jobs, payroll values, and other economic values to the community that will assist in business planning and City policy planning going forward.

Industry Cluster Attraction - Priorities For Consideration

Stakeholders' feedback also provided useful input into moving forward with the Economic Development Task Force goal of identifying priority Attraction initiatives. Considering this feedback in relation to the factors of Basic vs Non-Basic economic categorization and additional reasons listed below, this report recommends the following industry clusters be considered for priority status in relation to business attraction and that strategies be developed for them:

1. **Agricultural Technology:** Technology and software development with an emphasis on agricultural applications.
2. **Agricultural Production:** Value added agriculture products derived from existing or potential local crops.

Additional reasons for these recommendations for Attraction consideration are:

1. Stakeholder input from the Technology Cluster encouraged additional growth in the over-all Technology sector.
2. The **2016 Foreign Direct Investment Report**²¹ for the South Okanagan pointed to these areas as strong potentials for outside investment in the area and outside market interest.
3. Okanagan College and UBC Okanagan have related expertise and programs, and are developing additional programs in these areas.
4. Current Government programs and incentives support these.
5. Both Provincial and Federal governments are encouraging and funding tech development and tech enabling through initiatives such as the Federal Digital Technology Supercluster initiative.
6. BC Government is currently supporting Agricultural initiatives including product development and marketing.
7. There are regional initiatives supportive of these industry clusters including the recently completed business plan for an Okanagan Agricultural Innovation Center.
8. Penticton has potential advantages over other centers in attracting these clusters due to an existing tech enabled viticulture and wine industry, and economic history of food production and processing.
9. The value added agricultural products cluster includes growing and processing medical and recreational use marijuana, which is an industry projected to have large potential in the near future.

21 - See Appendix 3 - #9

CONCLUDING NOTES

The purpose of the Penticton Industry Clusters project is to provide insights into aspects of the Penticton economy and translate those insights into input and recommendations for moving forward on the Strategic Goals of Business Retention, Expansion and Industry Attraction as outlined in the 2018-2022 Economic Development Strategic Plan.

Specifically these inputs and recommendations relate to goals in the Strategic Plan of developing and implementing plans to foster an environment that further develops priority industry clusters, and attracts new ventures in priority clusters.

Through review and application of information from previous reports and studies on the Penticton economy, and identifying and interviewing Stakeholders currently active in the Penticton economy, this report makes the set of recommendations found in the Summary of Findings, Recommendations and Actions section on page 18 for consideration as Economic Development priorities going forward.

APPENDICES

1. Stakeholder Interview Listing	Page 52
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APPENDIX 1 - STAKEHOLDER INTERVIEW LISTING

TOURISM, EVENTS, SOEC, ARTS & CULTURE

1. Thom Tischik - Executive Director, Travel Penticton
2. Barb Haynes - Chair, Travel Penticton
3. Paul Crawford - Curator/Executive Director, Penticton Art Gallery
4. Dean Clarke - General Manager, South Okanagan Events Centre (SOEC)
5. Ken Lauzon - Owner/Operator, Black Iron Grill
6. Tim Tweed - Chair, Penticton Arts Council

WINE, BEER, SPIRITS PRODUCTION

7. Sandra Oldfield – Winery Consultant, Elysian Projects (former owner of Tinhorn Winery)
8. Bob Tennant - Owner, Terravista Vineyards / Board Member, Naramata Bench Wineries Association
9. Sally Sharpe – Regional Visitor Experience Manager, Arterra Wines / Great Estates Okanagan

PROFESSIONAL SPORTS SERVICES

10. Andy Oakes - President, Okanagan Hockey School

TECHNOLOGY

11. Keith MacIntyre – CEO, Big Bear Innovations Inc.
12. Andrew Allin – Manager Business Development, Northern Computer Inc.
13. Dennis Jacobsen – CEO, Windward Software

MANUFACTURING

14. Frank Conci – General Manager, AC Motor Electric Ltd. / Chair, Penticton Industrial Development Assoc.
15. Kim Blagborne – President, Slimline Manufacturing
16. Walter Fontinha – Sales Manager, Moduline Industries
17. Gerry Turchak – President, Nor-Mar Industries Ltd. / Brutus Truck Bodies

CONSTRUCTION

18. Doug Kenyon – Owner, Kenyon & Co Ltd.
19. Walter Dool – Project Manager, Greyback Construction Ltd / Board Member, SICA
20. Mark Melissen – President, Wildstone Construction Group
21. Jason Henderson – CEO, Southern Interior Construction Association (SICA)

PRIVATE HEALTH & SENIOR CARE

22. Sheri MacKenzie–Gibson – Manager, Southwood Retirement Resort

RETAIL / WHOLESALE

23. Lynn Allin – Executive Director, Downtown Penticton Association
24. Lee Follestad – President, Smart Shopper / Direct Value Wholesale
25. Judy Richards, General Manager / Andrea Davison, Marketing Director – Cherry Lane Shopping Centre
26. Matt Robertson – Co-Owner, Elliott Row Clothiers

BUSINESS, FINANCE & MANAGEMENT

27. Kim Kirkham – Executive Director, Penticton & Wine Country Chamber of Commerce
28. Andrew Nendick – Chartered Accountant, Omland Heal Chartered Accountants

APPENDIX 2 - STAKEHOLDER INTERVIEW QUESTIONS

1. What businesses and potential businesses are included in your cluster now, and potentially in 5 – 10 years?
 - Who are the big players and the “up and comers”?
 - Is there a local industry association? Regional?
2. What are the current local and wider range opportunities and challenges for your cluster?
 - What about in the next 5 – 10 years?
 - How do you see your cluster evolving over that period of time?
3. What is your cluster’s perception of, and relationships with, other identified clusters?
4. How much of your cluster’s economic activity represents “new money” into the area and how much represents “recycling money” within the area?*

 - % ? and Capital Investment vs Cash flow.

5. Given its abilities and resources, how might the City best assist your cluster now and in the next 5 – 10 years?
6. How many jobs, what economic value, and what social value does your cluster currently account for? What are the potentials in 5 – 10 years?
 - Where is this data? What does your industry use?
 - What economic multiplier does your business use for economic impact?
7. What are key economic indicators for you?
8. Who are the top 5 local economic “movers and shakers” in Penticton?

*** In simplified terms, Economic Base Analysis divides the local economy into:**

- › “Basic” industries which either export goods and services, or bring customers from outside, both of which have the effect of bringing “new money” into the local economy.
- › “Non-Basic” industries that primarily serve local customers and businesses and so have the effect of “recycling money” within the local economy.

APPENDIX 3 – BIBLIOGRAPHY OF REVIEWED RESEARCH AND REPORTS

The following reports and studies were reviewed for research, trend forecasts, and recommendations in relation to existing and potential Penticton Industry Clusters and recommended Economic Development Priorities.

1. **The Competitive Advantage of Nations, The Free Press, 1990, Michael E. Porter.**
 - a. <https://www.amazon.ca/Competitive-Advantage-Nations-Michael-Porter/dp/0684841479>
2. **“Clusters and the New Economics of Competition,” Harvard Business Review, November-December, 1998. Porter, M.E. (1998).**
 - a. <https://hbr.org/1998/11/clusters-and-the-new-economics-of-competition>
3. **2004 City of Penticton Economic Development Profile (City of Penticton Economic Development)**
4. **2006 Penticton Community Profile (City of Penticton Economic Development)**
5. **2011 City of Penticton Economic Development Profile (City of Penticton Economic Development)**
 - a. <https://ecitydoc.com/download/imagine-your-business-in-penticton.pdf>
6. **2011 Penticton Industry Valuation Report (City of Penticton Economic Development)**
 - a. <http://www.penticton.ca/assets/Business/Economic~Development/2011%20Industry%20Valuation%20Report.pdf>
7. **2015 Okanagan Valley Economic Profile (Okanagan Valley Economic Development Society)**
 - a. https://www.investkelowna.com/application/files/4914/7795/5689/oveds-eco-profile_2015r2s.pdf
8. **South Okanagan Labour Market Research and Action Plan Report 2016 (MDB Insight)**
 - a. <http://www.penticton.ca/assets/Business/Economic~Development/FINAL%20REPORT%20-%20City%20of%20Penticton%20Labour%20Market%20Research%20and%20Action%20Plan%202016.pdf>
9. **South Okanagan (SOSEDS) Foreign Direct Investment Strategy 2016 (MDB Insight)**
 - a. https://www.summerland.ca/docs/default-source/default-document-library/soseds-final-report--fdi-strategy9add9a5cf68d6e33909cff00007e7f94.pdf?sfvrsn=9350f4fb_0
10. **Economic Impact of the Okanagan Tech Sector Reports 2013, 2015, 2017 (Accelerate Okanagan)**
 - a. <https://www.accelerateokanagan.com/community/economicimpactstudy2016/>
11. **Okanagan Hockey Group Economic Impact Report 2016**
 - a. <http://www.penticton.ca/assets/Council~Meetings/2016/2016-11-15%20Committee%20of%20the%20Whole%20Agenda%20Package.pdf>
12. **Housing Needs Assessment, Final Report, 2017 (Urbanics Consultants Ltd.)**
 - a. <https://www.shapeyourcitypenticton.ca/2933/documents/7852>
13. **Okanagan Agricultural Innovation Feasibility Study 2017 (Engage – Business and People Solutions)**
 - a. https://www.summerland.ca/docs/default-source/default-document-library/okanagan-agriculture-innovation-centre-feasibility-study.pdf?sfvrsn=8750f4fb_0
14. **Accelerate Okanagan Tech Stars Program 2017 (Accelerate Okanagan)**
 - a. <https://www.accelerateokanagan.com/community/blog/media-releases/>

[techstars-reveals-results-community-pilot-okanagan-and-highlights-next-steps/](#)

15. 2017 Economic Development Profile (City of Penticton)

- a. <http://www.penticton.ca/assets/Business/Documents/Economic%20Development%20Profile.pdf>

16. Economic Impact of the Wine and Grape Industry in Canada 2015 (BCWI / Canadian Vintners Assoc)

- a. <http://www.canadianvintners.com/wp-content/uploads/2017/06/Canada-Economic-Impact-Report-2015.pdf>

17. BC Construction Industry Stat Pack – Fall 2017 (BC Construction Association)

- a. <https://www.bccassn.com/resources/stat-packs-&-data/default>

18. Penticton Business Climate Survey Results – February 2018 (City of Penticton)

- a. <https://www.shapeyourcitypenticton.ca/3832/documents/9297>

19. City of Penticton - Commercial and Industrial Capacity Study 2018 (Colliers International)

- a. <https://www.shapeyourcitypenticton.ca/2933/documents/10696>

20. Engaging BC Communities on Investment Attraction – Report on Consultations 2018

- a. (Available from: Ministry of Jobs, Trade & Technology, International Business Development)

21. 2018 Central Okanagan Economic Profile (Central Okanagan Development Commission)

- a. <https://www.investkelowna.com/resources/>

22. 2018 South Okanagan Events Centre Economic Impact Analysis

- a. <http://www.penticton.ca/assets/Council~Meetings/2018/2018-05-08%20Committee%20of%20the%20Whole%20Agenda%20Package.pdf>

23. Okanagan Agricultural Innovation Centre Business Plan, 2018 (Toma & Bouma – District of Summerland)

- a. <https://summerland.civicweb.net/FileStorage/277ED3DEC7304A8FA93E545817E7DBBE-Summerland%20OAI%20Business%20Plan-June%202018.pdf>

24. City of Penticton – Economic Development Strategic Plan 2018 – 2022

- a. http://www.penticton.ca/assets/Business/Documents/Penticton_EcDevStratPlan_2018-2022-web.pdf

Additional Materials Reviewed:

- › Business license listings data for the City of Penticton.
- › 2016 Statistics Canada Industry Sector jobs data for the Penticton area.
- › BC Stats – Economic Data / Service BC

APPENDIX 4 - CLUSTERS DATA & METHOD FOR DEFINING CLUSTER SIZE

In addition to establishing draft clusters based on existing research and reports, and interviewing key Stakeholders on cluster aspects, this project sought to establish data and processes that could be used to define cluster size and relative value based on current, quantitative, Penticton level data.

What became apparent in the first phase of the project while reviewing existing research and reports was that the necessary data was not readily available at a sufficiently detailed level for Penticton to be meaningful.

In an attempt to address this lack of detailed data Stakeholders interviewed in the second phase of the project were asked specific questions about sources of Penticton economic data that they used, were aware of, or had access to, with the intention of getting access to that data to better define cluster size and relative value.

None of the sector Stakeholders interviewed were able to provide detailed, comprehensive economic data at the local level with the exception of two individual businesses where economic impact studies are a part of their annual business requirements.

Stakeholders' comments on gathering and analyzing local economic data were that it was expensive and time consuming process often generating data that rapidly went out of date. Many stakeholders pointed out that the information they used as business indicators was either specialized, or internal to their business or industry, and/or was subjective in nature.

This also held true in review of economic data available through industry associations such as South Interior Construction Association or BC Wine Institute where some or significant provincial level data was available but Stakeholders reported that it was difficult to extrapolate to the local Penticton level with any accuracy.

Stakeholders reported that, if they did use public statistics (and many do not) they use Statistics Canada or BC Stats data, or in some cases Provincial level data gathered and analyzed by business associations they are affiliated with, and then

extrapolate that information to the local level with caveats as to its accuracy. In the course of reviewing regional and Provincial economic development and impact reports for this project it was noted that most reports rely heavily on Statistics Canada or BC Stats data, or engage in costly and time consuming direct data collection and analysis.

The implication of this for this project was that Statistics Canada Census 2016 job figures for the Penticton area, organized by NAICS code, had to be used to estimate cluster employment size as this was the best data available.

This process revealed an important awareness for Economic Development about NAICS code labelling in that it does not always provide an accurate picture of what jobs and industry clusters are really represented by the data.

The most significant example for Penticton was determining that some NAICS codes, although labelled Manufacturing, actually contained primarily jobs in winemaking and distilling with some jobs in food preparation and even tailoring.

The implication for this project was that some of the Statistics Canada jobs as listed had to be redistributed manually between the Manufacturing cluster and the Winemaking cluster.

Other Statistics Canada NAICS code data labelling proved ambiguous in some cases requiring further manual distribution among clusters.

In an effort to redistribute these jobs the project requested and reviewed Penticton business licence listings organized by NAICS code. On review of the business license listings it became clear that this data was only partially helpful in that the data did not include numbers of employees and the NAICS code association was often not accurate due to lack of clarity as to the nature of the business, or due to incomplete or erroneous reporting on behalf of the business.

This left the project with the process of estimating cluster job numbers in Penticton by manually extrapolating from Statistics Canada numbers based on business license information and information

in previous Penticton economic reports, and then during the Phase 2 interviews with Stakeholders asking them to comment on if the job figures appeared accurate to them based on their experience with the sectors.

In most cases the initial job figures arrived at were judged reasonably accurate by Stakeholders with just a few clusters needing minor adjustments based on Stakeholder qualitative input.

Data establishing economic impact or value proved equally unavailable at the local level with the exception of the SOEC Group and the Okanagan Hockey Group who produce regular economic impact assessments as part of their operations.

The SOEC Group and the Okanagan Hockey Group economic impact studies are informative and useful in relation to their businesses but are difficult to extrapolate to the wider cluster. One of the challenges with economic impact studies is what parameters are defined for measure of impact, as different industries have different needs for impact indicators. This can create the challenge of

attempting to compare “apples to oranges” if different businesses test for different impact parameters.

Looking at statistical options for economic impact equivalent to job figures from both Statistics Canada, BC Statistics, and other agencies yielded no usable data readily available. Reports had been generated a number of years back in Penticton using Provincial level Industry GDP numbers but a review of these methods showed that they were still too high level to be of meaningful use for these purposes.

This lack of availability of useable economic impact data at the Penticton level meant that for this report the input from Stakeholders of their perception of, and rationales for, value of their industry had to be used as important input into recommending that Economic Development consider certain clusters as priority for Retention, Expansion and Attraction.

The implication of this for Economic Development is that for local Industry Cluster economic data deemed necessary, the Department will need to explore options for generating practically useful economic data at the local level.

Employment Number Estimate Process for Clusters

The process of extrapolating cluster job figures and then adjusting them for this report is described below.

1. Starting point is Statistics Canada 2016 Census local job figures:

NAICS #	Category Label	Jobs #	% Total
11	Agriculture, Forestry, Fishing, and Hunting	510	3%
21	Mining, Quarrying, and Oil and Gas Extraction	200	1%
22	Utilities	65	0%
23	Construction	1,455	9%
31 - 33	Manufacturing	1,070	7%
41	Wholesale Trade	360	2%
44 - 45	Retail Trade	2,385	15%
48 - 49	Transportation and Warehousing	450	3%
51	Information and Cultural Industries	215	1%
52	Finance and Insurance	480	3%
53	Real Estate and Rental and Leasing	360	2%
54	Professional, Scientific and Technical Services	735	5%
55	Management of Companies and Enterprises	-	0%
56	Administrative and Support, Waste Management and Remediation Services	635	4%
61	Educational Services	840	5%
62	Health Care and Social Assistance	2,385	15%
71	Arts, Entertainment and Recreation	410	3%
72	Accommodation and Food Services	1,785	11%
81	Other Services (except public administration)	730	5%
91	Public Administration	870	6%
	All Industry Categories	15,940	100%

2. Combination and Distribution of Statistics Canada Job Figures Among Defined Draft Clusters.

- › Draft industry clusters were defined as described above in this Appendix and in the “Methodology and Process” section of this report.
- › For the first version of the industry clusters diagram (*Figure 4*, on page 31 of this report) Statistics Canada category job numbers were either combined into the defined draft industry clusters, or they were broken down and distributed between defined draft industry clusters.
- › As described above in this Appendix and in the “Methodology and Process” section of this report combining or distribution of the job figures was based on a review of NAICS codes definitions and

sub-categories; Penticton business license data; and a review of how Penticton industry economic information had been combined and presented in past City reports.

- › The results and processes listed below were acknowledged as being a qualitative analysis for the purposes of creating a draft industry clusters model (*Figure 4*, on page 31 of this report) that could be used as a starting point for Stakeholder input.

FIGURES DERIVED FROM COMBINATION AND DISTRIBUTION OF STATISTICS CANADA JOB FIGURES

Table 3. Re-distribution of job numbers among draft industry clusters (this table also appears on page 29 of this report)

#	Cluster	Est. Jobs	% of Total
1	Public Administration	935	5.9%
2	Education Services	840	5.3%
3	Health Care & Social Assistance	2,035	12.8%
4	Retail/Wholesale/Warehousing & Transport	3,145	19.7%
5	Business, Finance & Management	2,210	13.9%
6	Tourism, Events, Arts & Culture	2,195	13.8%
7	Construction	1,605	10.1%
8	Manufacturing	759	4.8%
9	Wine/Beer/Spirit Production	761	4.8%
10	Technology	695	4.4%
11	Private Health & Senior Care	350	2.2%
12	Traditional Agriculture, forestry, fishing, hunting	235	1.5%
13	Professional Sports Services	150	0.9%
14	Value Added Agriculture & Bio Products	25	0.2%
	Total	15,940	100.00%

INDIVIDUAL CLUSTER CALCULATION DETAILS:

1. Public Administration
 - a. Utilities (NAICS 22) and Public Administration (NAICS 91) were added together.
2. Education Services
 - a. Education Services only (NAICS 61)
3. Health Care & Social Assistance
 - a. Health Care & Social Assist (NAICS 62) minus 350 jobs attributed to Private Health & Senior Care based on data review.
4. Retail / Wholesale / Warehousing & Transport
 - a. Retail Trade (NAICS 44-5) + Wholesale Trade (NAICS 41) + Transportation & Warehousing (NAICS 48-49) minus 50 jobs attributed to Wine/Beer/Spirits based on data review.

5. Business, Finance & Management
 - a. Finance & Insure (NAICS 52)+Professional, Scientific & Technical Services (NAICS 54)+Real Estate, Rental & Leasing (NAICS 53)+Admin Support; Waste Management & remediation (NAICS 56)
6. Tourism, Events, SOEC, Arts & Culture
 - a. Accommodation & Food Services (NAICS 72)+ Arts; Entertainment & Recreation (NAICS 71).
7. Construction
 - a. Construction (NAICS 23)+ Mining ; Quarrying; Oil & Gas Extraction (NAICS 21) minus 50 jobs for Technology based on data review.
8. Manufacturing
 - a. Manufacturing NAICS Sub 33 - all appear to be Manufacturing business licenses based on data review.
9. Wine, Beer, Spirits Production
 - a. Based on data review, jobs listed in Manufacturing (NAICS 31)&(NAICS 32) were interpreted as Wineries/Distilling business licenses. Based on data review additional jobs for this cluster were drawn from: Agriculture; Forestry: Fishing and Hunting (NAICS 11 - 250 jobs); Other Services (NAICS 81 - 150 jobs); and Retail Trade (NAICS 44-5 – 50 jobs).
10. Technology
 - a. Based on data review, Information & Cultural Industries (NAICS 51) + Other Services (NAICS 81) minus 150 jobs for Pro Sports Services (below) & minus 150 jobs from NAICS 81 for Wine/Beer/Spirit Production (above).
11. Private Health & Senior Care
 - a. Based on data review jobs for this sector were drawn from Health Care & Social Assist (NAICS 62).
12. Traditional Agriculture, Forestry, Fishing, Hunting
 - a. Based on data review Agriculture; Forestry: Fishing; Hunting (NAICS 11) minus 250 jobs for Wine/Beer/Spirit Production (above) and minus 25 jobs for Value Added Agriculture (below).
13. Professional Sports Services
 - a. Based on data review, jobs for this sector were drawn from Other Services (NAICS 81).
14. Value Added Agriculture & Bio Products
 - a. Based on data review, jobs for this sector were drawn from Agriculture; Forestry: Fishing; Hunting (NAICS 11).

3. Second Version Industry Clusters Diagram

- › For the second version of the clusters diagram (**Figure 1**, on pages 5 and 44 of this report) job figures were manually adjusted slightly based on Stakeholder qualitative input.
 - Construction and Manufacturing were adjusted up 1% each and Technology was adjusted down 2%.
 - The primary change in version 2 of the clusters diagram was the changed positioning of clusters according to their primary external or local sales and customers.

APPENDIX 5 - NOTES

This report does not imply a lack of importance, or suggest that attention not be paid, to those identified private sector clusters not specifically listed in the suggested priorities listed in the report. It is recommended that all clusters be included in addressing the common Economic Development issues and functions suggested previously in this report. It should also be anticipated that as economic conditions constantly evolve, and as Economic Development moves forward with established priorities, that new priorities in regard to all clusters will emerge.

The clusters in the public sector do not figure prominently in this report except to graphically acknowledge their significance in representing almost one quarter of the jobs in the Penticton economy. It is recommended that Economic Development ensure that, like other clusters, it maintains both formal and in-formal communications and relationships with local public sector organizations in relation to their current operations, issues and opportunities as they may affect the City's over-all economic status and development.