

**Recommendations and Economic Analysis for KPAC Towards a New Performing Arts
Centre**

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Executive Summary

The purpose of our Capstone project was to help Kelowna Citizens for a New Performing Arts Center (KPAC) convince the City of Kelowna that a new performing arts centre (PAC) that would replace the current ageing and technically challenged community theatre in Kelowna will have a positive economic impact towards Kelowna and the surrounding Okanagan regions, and in turn, convince the City to move the theatre up on their current priority list.

We came up with a total of three recommendations for this problem. Our first recommendation consists of steps to be taken before bringing an argument to the city. The first two steps in this recommendation see KPAC helping the Kelowna Community Theatre (KCT) increase its online social media presence, and approaching local restaurants and hotels to enter a partnership where coupons are provided to KCT attendees. These two activities seek to increase attendance at the current KCT and foster positive business relationships. The final step in the first recommendation outlines the importance of waiting for the KCT's first year of in-house box office information to be collected and using this new data in a new full-scale economic impact analysis done by a professional firm.

The second recommendation outlines the most important talking points for an argument that will be eventually brought to the City of Kelowna. This section highlights the benefits of drawing in out-of-town attendees, the general impact a single show can have on Kelowna's economy, the potential of the PAC being an iconic building for Kelowna, and emphasising the importance of the updated technology in the theatres that will help draw in larger performances.

The third and final recommendation advocates for reaching out to larger performers to see if they would perform at the new PAC before going to the city, touches on the removal of smaller performances from the KCT, and argues the importance of attracting performing arts festivals and Broadway shows to the new PAC.

Overall, based on our recommendations, we provide a brief timeline and plan for KPAC for the next year and a half including what steps and actions they should take before making a final pitch and convincing argument to the city in hopes of having a new PAC built.

Description of Problem

The current KCT was completed 60 years ago in 1962 and currently contains an 853-seat theatre alongside a black box theatre with a seating capacity of 125. It is home to a variety of performers including lectures, music, dance, comedy, plays, ceremonies, and more. Since the

theatre has been built, the population of Kelowna has increased tenfold bringing more people than ever to attend the theatre. The plethora of current technology, acoustics, and other important aspects are ageing and dysfunctional which can all have effects in deterring performers from coming to the community theatre.

We have been tasked to work alongside the not-for-profit KPAC and their main goal of providing a positive economic impact analysis of a new, larger, and iconic 1600-seat theatre while simultaneously convincing the City of Kelowna in moving the creation of a new theatre further up their cultural plans. Our challenge is to provide an evidence-based convincing argument that demonstrates the feasibility, need, and benefits of the creation of this project. Alongside this task, we have had to seek information from local groups, similar-sized theatres, theatre managers, and other relevant sources to create the following recommendations as described at the end of this report.

Constraints

Most projects often face many constraints and this project was no exception to that. We worked through a short timeline while all having busy schedules, had a lack of data online available to us, and still dealing with reminiscing effects of the Covid-19 pandemic. Since our project requires hard statistics and time, these all provide constraints in writing and creating a positive economic impact analysis of a new PAC in Kelowna. Moreover, our group did not have a background in the theatre industry which led to an additional constraint of learning the industry before we were able to begin our research for the project. Despite this, we were able to quickly learn about the basics of the theatre industry and were continuously learning more as we had meetings with the various personnel who work in the industry.

Lack of Time and Data

The major constraint of this project has been the lack of time, which in turn has often led to a lack of hard data that is easily accessible within this time period. The short timeline of only 13 weeks makes it difficult for us to collect all the data that we would need to create an in-depth economic analysis. We often found it challenging within this timeframe to find an abundant amount of samples or previous statistics that we can relate to our project due to our argument being centred around building a brand-new theatre. As for a solution to the lack of readily available data, we came up with a survey that would help us build up our argument. We suggested delivering the survey at the theatre before, after, or between performances, yet these

suggestions were not possible due to the regulations and city laws that require direct involvement with the City of Kelowna staff in the planning, development, and execution of the survey.

Unfortunately, given our time restraint, we don't have the resources or time available to be able to do so. The short timeline made it hard for us to work with the city and get a high number of results to strengthen our argument as we were hoping we would get through this form of distribution. To avoid this issue and still be able to gain survey data for our report, we had to find ways to distribute the survey electronically through online forums, community groups, and word of mouth. However, this came with its own limitations such as creating a difficulty to reach out-of-town theatregoers who have attended the KCT. In addition to this, we were unable to gain data such as box office numbers, concession sales, and where people come from to attend the theatre as these services were only recently moved to in-house in September of 2022. This data would have been beneficial for this project, and unfortunately, due to this information being currently unavailable, we had to find other forms of data available to complete the economic analysis.

Covid-19 Pandemic

Although the COVID-19 pandemic is currently less of a threat than it has been over the past few years, it is still another constraint on our project. Up-to-date fill rate data for the current theatre is from March 2020, before the COVID-19 outbreak. This poses a slight inconvenience in attempting to portray this data to be fully accurate to what today's fill rate numbers are. There is no recorded fill rate for post-COVID-19 performances to make a comparison. In addition to this, travel restrictions also affect the number of performers and audiences visiting the centre along with the potential for some theatregoers to still be opting to not attend events due to the potential threat of contracting Covid-19. This is supported by a recent report done by the Statista Research Department in May of 2022 stating that 19% of Canadians still plan to wait before returning to attend indoor arts and cultural events, while 26% of Canadians are still unsure whether they will return to attending indoor arts and cultural events.

Methodology

Data collection was primarily carried out via three different data collection methods. The first was a primary data collection survey that was distributed to KCT theatregoers. The second was gathering data and information from secondary sources which had situations that were closely aligned with the KCT's situation. Finally, we conducted meetings and interviews with

various people within the theatre industry, which includes theatre managers and groups who perform in the industry, alongside meetings and interviews conducted with individuals who may have information regarding tourism in Kelowna or have conducted similar analyses to ours.

Survey Design

The survey that we distributed was designed with the purpose of collecting data that we were not able to retrieve through secondary sources and data we already have to compare our results to theirs. The specific data we collected included:

- Age demographics
- Location of residence
- Reasons for coming to Kelowna
- Length and location of stay
- Rate of attendance
- Preference of performance genre
- Mode of transport to theatre
- Amount spent in theatre concession
- Likelihood of visiting a bar/restaurant after performance
- How the respondents heard about the performance they attended

Our survey was distributed via various social media platforms and through our partners at KPAC. The social media sites Facebook and Reddit were primarily used, as there are niche groups and communities related to Kelowna and its surrounding areas that are easily joinable. Posting our survey in these groups increases the likelihood of attaining responses compared to making a general post on a personal profile. The survey was distributed within these niche communities. A generally positive attitude was shown toward our survey postings, which may indicate some level of public support for the construction of a new PAC in Kelowna. In addition to this, the survey was distributed through KPAC in hopes to gain results from the target market of the theatre. We decided to trim down our survey content to increase the likelihood that respondents would finish the survey in full.

Some valuable information we collected was where respondents came from, whether they stayed overnight in Kelowna, the amount of money spent in the theatre during a performance, and the likelihood of visiting a bar or restaurant after attending a performance. These data points directly contribute to the theatre's economic impact on Kelowna's economy and can be extrapolated into an argument that supports the construction of a new PAC in Kelowna.

Survey Results and Analyses

The final results of our survey included 109 respondents who responded to at least two questions, with a minimum of 100 respondents per question for the questions that were displayed

to everybody, gathered over two weeks. The data will be explained in detail below and extrapolated to conclusions and used in recommendations.

Age Demographics

The largest age range of the results of our survey came from the group aged 30-39 (25.7%) followed by a fairly even decline to 40-49 year-olds (19.3%), 20-29 year-olds (17.4%), 60-69 year-olds (12.8%), 70+ (12.8%), and 50-59 year-olds (11.9%). Based on these results, our average age would be 46.8 which follows along closely with additional research we have found. For example, IBIS world stated that live theatre performances in the United States from 2018-2019 have an average age of 42.3 years old (O'Connor, 2022). In addition, this correlates with Kelowna's average population of 44.2 years old as of 2021 according to Statistics Canada (Statistics Canada, 2021).

Frequency of Attendance

After considering about one hundred responses from theatregoers, 49% of respondents attend KCT performances a few times a year, 39.2% go at least once a year, 6% go once a month, 4% go twice a month, and only 2% go once a week or more.

Genre of Performances

The responses to our question of preferred performance genre should be a representative sample since the age distribution of our survey's respondents closely matches the age distribution of KCT attendees.

The most popular genre from our survey was popular music (17.7%), followed by musical theatre (17.3%), variety (16.3%), others (12.3%), dance (10.7%), classical music (10%), folk, jazz, and world music (10%), and finally lectures (5.7%) (See appendix 1).

Comparing this to the average fill rate for these different genres of performances at the KCT, the performances that had the highest fill rate with at least 10 performances done over the collection period of four years were films and screenings (80.1%), musical theatre (73%), and popular music (70.2%) (Kelowna Community Theatre, 2020). The three genres with the highest fill rate at the KCT line up with the three most popular genres of performances from our survey. This points to potential genres of performances the new PAC wants to target for a high fill rate.

Location of Residence

The majority of respondents to our survey were located within Kelowna or West Kelowna (83.9%). Respondents from outside of the Kelowna area accounted for 16.1% of

responses with 12.5% residing within the greater Okanagan area and 3.6% residing in other parts of British Columbia. This poses a slightly skewed data due to the limitation we mentioned in our constraint with the difficulty of reaching out-of-town theatregoers who have attended the KCT. However, this still shows that attendance from outside of Kelowna does happen with the current theatre and performance size. Given this information, it is safe to say that with the larger shows a 1600-seat PAC would bring, a larger percentage of attendees will travel from out of town.

Staying Overnight

Of the individuals who responded to our survey and indicated they were currently residing outside of the Kelowna area, they were asked whether or not they stayed overnight in Kelowna and if so, how many nights they stayed. The responses indicated that most often people did not stay overnight in Kelowna upon attending the theatre (57.1%). However, the rest of the respondents did stay overnight with a varying response from 1 night (7.1%), 2 nights (7.1%), and 3 nights or more (28.6%). Although a greater number of people did not stay overnight, this data does show that based on people who did, most often ended up staying for multiple nights (3 nights or more). This relates to the Thompson Okanagan Regional Tourism Profile from 2017 which states that BC residents visiting the Thompson Okanagan on average stay for 3 nights total and spend \$90 per night per person which provides evidence behind a strong economic impact (Destination BC, 2017).

Location of Stay

Since most of our respondents live in Kelowna, we didn't collect many responses for the location of stay. Around 50% of the respondents stayed in hotels when they decided to stay a night in Kelowna. Followed by people staying in Airbnb (33.3%), and only 17.7% of the respondents stayed at friends and families places. Despite a small sample size, it still shows that people who stay overnight in Kelowna upon attending the theatre still most likely stay at a hotel or Airbnb which provides a positive economic impact to the City of Kelowna.

Purpose of Trip

Of the individuals who responded to our survey and indicated they were currently residing outside of the Kelowna area, they were asked what influenced them to visit. The main reason that influenced their trip was the KCT, influencing 33.3% of people. This supports the argument that, of theatregoers, people are often brought here for shows at the theatre but at the same time participating in many other activities and events throughout their visit including

summer activities (Lake activities, wine tasting, hiking) (26%), festivals and events (22.2%), winter activities (Skiing, snowboarding, snowshoeing) (11.1%), family vacations (3.7%), and museums or art centres (3.7%). Many of the respondents checked off the KCT alongside other activities in Kelowna, pointing towards the additional visitors the KCT brings to wineries, nearby ski slopes, and local museums and art galleries, furthering the economic impact the theatre has. With an increased seating capacity and larger performances being attracted resulting from the increased capacity, additional tourists will be attracted to Kelowna and partake in local activities stimulating the Kelowna area's economy.

Transportation

Respondents to our survey overwhelmingly used a personal vehicle, whether driving alone or carpooling, to travel to the theatre (81%). The next leading modes of transportation were walking or biking (9%) and public transport (8%). The remaining respondents indicated that they used a taxi or the URide service (1%) or that they used a combination of transportation methods (1%). With so many theatregoers using personal vehicles to arrive at the theatre, this will often lead to the need to park their vehicle in a pay parking area. Consequently, the city will receive the funds used to pay for parking from theatregoers, providing the City of Kelowna with additional parking revenue. Once the new PAC is built, an increased number of theatregoers will be attending the theatre for larger shows, and in turn, increase the number of people who will need to pay for parking. Additionally, an increase in the use of public transport will happen based on the increased theatre capacity and in turn bring more funding to the City of Kelowna.

Concession

One of the questions asked during our survey consisted of asking how much a person usually spends inside the theatre per visit. The responses showed a wide and evenly distributed range of answers which showed that 34.3% of people did not spend any money, 24.5% of people spend \$1-10, 25.5% of people spend \$11-20, 6.9% of people spend \$21-30, and 8.8% of people spend over \$30 per visit. This shows a clear willingness for people visiting the theatre to spend an average of close to \$10 per visit on things such as food and drinks. This provides a potential for a strong economic impact through the concession.

Visiting Restaurants/Bars

Respondents were asked based on a five-item scale, including the options never, sometimes, about half of the time, most of the time, and always, how often they attend a

restaurant or bar before or after they attend a performance. The two items that were chosen the least included never and about half the time with both of them sitting at 11.8%. The item always was chosen 13.7% of the time, with most of the time and sometimes being the two chosen the most, at 22.5% and 40.2% respectively. This data shows that the KCT currently brings economic creation to the food and beverage industry in Kelowna before and following performances, which will be enhanced with larger shows bringing in more people per performance to the downtown area. We can translate sometimes to go about a quarter of the time, and most of the time to going about three-quarters of the time. Using this information we can estimate the total economic stimulation the larger theatre may bring to the food and beverage industry in downtown Kelowna, which will be covered in the economic impact analyses section of this report.

Advertising

Respondents were asked to answer how they heard about the performances they heard at the theatre including friends and family, social media, radio and newspaper advertisements, the KCT website, as well as an option to specify other options. The option that was chosen most often was social media at 33.7% followed closely behind by friends and family. With these two options creating over half of the advertisement for the theatre the other comes from radio and news advertisements at 17.9%, the KCT website at 16.3%, and other options at 8% of which the two most common responses were television and email lists. With the KCT currently not involved in a large amount of advertising themselves, this provides them with an easy way to understand where they should put their efforts in terms of advertising in an attempt to increase the number of people who would attend a new PAC in Kelowna.

Economic Impact and Data

Calculating and estimating the potential economic impact of a single performance or show at the planned new 1600-seat PAC involves the use and extrapolation of primary and secondary data we have gathered. We depended on the data created from our survey, secondary sources found online, as well as drawing comparisons with similar-sized theatres across Canada. We calculated a range of fill rates, ranging from 65%-95%, to show the economic impact from a variety of different situations. Our walkthrough of the process below is using a fill rate of 75%. The chosen genre of performance for this estimation was the popular music genre, as this is one

of the most consistent genres of performances that come to the KCT and already has a high fill rate at the current KCT.

For total concession sales, we gathered a total revenue of \$12,144. We based this on a \$10.12 concession spending per person, as gathered in our survey data. The concession spending per person was calculated by averaging out the responses from the survey which had options of \$0, \$1-10, \$11-20, \$21-30, and \$30+ spent during attending a show.

The average economic creation per out-of-town attendee that stayed overnight in Kelowna was also calculated, giving us a total economic impact for travellers of \$24,624. Based on the survey we conducted, about 5% of respondents travelled from out of town to attend a performance at the KCT. Consequently, this was the number we used to determine out of town attendees to the new performance. This number is likely lower than reality as the larger performances will likely draw more people from out-of-town. We gathered average hotel and Airbnb costs per night including taxes (\$124.20) and an average per diem per person (\$81) in Kelowna from a travel agency to determine our final number (Champion Traveller, n.d.). This calculation assumed an average of two nights per person given our survey results.

For our calculation of the parking cost per person, we used the data created from our survey, statistics on transportation from Transport Canada along with estimated room for parking. Our survey shows that around 81% of people drive to attend performances at KCT. According to Transport Canada (2021), the average number of passengers per vehicle in British Columbia is 1.6, leading us to estimate that there will be 2.5 people per car due to an increase in people attending performances together. The local library parkade near the KCT currently charges \$5 per car on nights that events are taking place at Prospera Place. Assuming this stays true for big events at a new PAC, and only 25% of the attendees arriving by car can park on the street, we can calculate that 292 cars will need to find additional parking in order to attend the PAC. With these numbers in mind, we can create an economic impact from parking that totals \$1,460.

Popular music performances at KCT have an average of \$55 per ticket, according to the average of the last several popular music performances done there. These prices are based on the current KCT's prices, but it is expected that much higher ticket prices can be charged once a new PAC is completed. We estimated revenue of \$66,000 from one performance.

For our calculation of the economic impact created by people attending restaurants and bars before or after shows at the KCT, we used the data created from our survey and the average price of a main course and drink at Cactus Club Yacht Club due to it being across the street, as well as it being similarly priced to other restaurants in the downtown Kelowna area. Our survey shows that on average 46.6% of the time, people who attend a show at the KCT go to a restaurant during the same night. With the estimations of \$20 for a main course and \$9 for a drink, with an average tip of \$5.22 (18%) and total taxes of \$1.90, creating a total of \$36.12 per person, this creates a total economic impact of \$20,198 excluding out-of-town per diem.

After totalling all of these factors, the final economic impact estimates for a single popular music performance at the new PAC totals \$124,426 at 75%, \$141,014 at 85%, and \$157,604 at 95% fill rates. This is without taking into consideration employment economic impacts, as we did not have sufficient data to estimate it. The total economic impact estimation with accurate employment data will be higher than our current number. Doing this same calculation with the current KCT we get a total of \$66,256 at 75%, \$75,173 at 85%, and \$83,986 at 95% which shows that the new PAC has almost twice as much economic impact.

Recommendations

Recommendation 1: Taking Additional Steps Before Presenting Case to the City

Our first recommendation consists of shifting away from the focus on the immediate construction of a new PAC and instead taking additional steps to improve current theatre operations, which will in turn increase the likelihood of the construction of a new PAC being expedited. This will include various actions and steps that will help convince the City of Kelowna that a new centre will be beneficial to the economy.

Within this recommendation, one step that needs to be taken to improve this argument towards the City of Kelowna is to increase the number of people attending the KCT, which would then result in an increased overall fill rate. Due to there being a current lack of online presence from the KCT, one way to increase the fill rate includes creating more awareness and advertisement for the KCT through the addition of a greater social media presence. Promoting through social media can include information about events, announcements, and deals for upcoming shows. This could either be carried out by KPAC doing additional social media advertising for the theatre through their resources, or by approaching the KCT with the idea and encouraging them to carry it out. The use of Instagram and Facebook would be ideal to target the

age demographic of theatregoers, as their user bases are the closest to the theatre's target age demographic (Dixon, 2022a; Dixon, 2022b). The addition of this step would help KCT get closer to reaching a much higher average fill rate between 70-80% which is based on what other similarly sized theatres are targeting or currently maintaining. This is supported by the very high use of the internet, and social media as a pre-trip information source for people planning trips to the Thompson Okanagan which states that 88% of people use the internet to access information about events before their trip (Destination BC, 2012). Relating this back to our survey, attendees of the KCT currently only hear about events at the theatre through social media 33.7% of the time. This recommendation is further supported by the Collier study done which stated that a much larger marketing presence will be needed for a larger theatre (Hunger et al., 2018).

Another step that can be taken to attract more people to the theatre is by providing discounts, coupons, and package deals. According to our survey, at least 90% of theatre attendees visit a restaurant or bar sometimes after a performance. Other than giving ticket discounts on special occasions, the theatre can also partner with hotels, restaurants, bars, and activity planning companies to come up with discount plans, packages, and coupons for free drinks for theatre attendees. We believe it will be beneficial for both the theatre and its partners if they can work together. For instance, The Greg Frewin Theatre in Niagara Falls is one of the theatres in Canada that partnered with various local hotels and outdoor activity companies to give out discount packages for their customers. By doing so, the theatre will be able to increase its fill rate and its partners will also be able to gain more customers thus generating revenue. To achieve this, KPAC may want to assess its current network and determine whether they have partners or contacts that would be open to partnering with the KCT. Approaching the KCT with this idea, and offering help connecting the theatre to these potential partners would be the next step.

One of the largest roadblocks in the creation of this report was the lack of information related to ticket sales and the demographic information of the individuals buying the tickets. The survey we conducted did attempt to collect this information, though we did not collect a large enough respondent pool for out-of-town attendees to draw any definite conclusions. With the City of Kelowna's decision to move the KCT's box office in-house this year, it will allow for the collection of data regarding where theatregoers are buying the tickets from which will be instrumental information when gauging the economic impact tourists have on Kelowna's cultural

sector's economy. Since culturally oriented tourists tend to spend more than other tourists, knowing what portion of theatre attendees are travelling from out-of-town to attend the theatre will give a more accurate impression of the economic impact these tourists have (Lynch, 2013). In turn, this can then be extrapolated into more accurate determinations of the effect an increase of out of town attendees being attracted by larger shows in the new PAC will have on the economy. Once this data is available for use, a firm who specialises in economic impact analyses could be hired to conduct a full-scale economic impact assessment of the new PAC with this up-to-date and relevant information available to them.

By completing and focusing on three actions and steps in addition to the population of the Kelowna area currently growing at the fourth fastest rate in Canada it will create a result of an increase in attendance which will then result in an improved argument for the creation of a new PAC (Mutassa-Fung, 2021). These steps are all fairly simple and easy to integrate into the everyday activities of the KCT while strengthening the argument towards a new centre as well.

Recommendation 2: Positive Impact of New Theatre

Our second recommendation consists of factors that can be used to convince the city to start construction of the new PAC sooner rather than later. The main point within this recommendation relates back to the economic analysis section of this report and additionally, we will show reasons why the new theatre will be beneficial to the City of Kelowna.

The most significant way that the new PAC can benefit Kelowna's economy is by leveraging the amount of related spending. When people attend an event, they may need to park their cars, shop in nearby stores, eat dessert after the show, pay a babysitter for their kids at home, and purchase dinner at a restaurant or a bar. Attendees from out-of-town may spend the night in a hotel or even visit wineries during their time in Kelowna. These expenditures generate revenues for local businesses such as restaurants, bars, parking garages, retail stores, wineries, and hotels. To be precise, our survey indicated that more than 80% of people drive or carpool to attend a performance. While the performances at the current theatre are typically taking place between 7 PM and 8 PM, which is after free parking comes into effect, the parking garages will be able to generate huge revenue from these shows should they implement event parking prices. Additionally, the relationship between theatregoers and local wineries may be an important point to emphasise, as culturally oriented tourists are often visitors of wineries (Destination BC, 2012). The additional out-of-town individuals that may be brought in for a large show at the new PAC

would then be very likely to visit one or more wineries during the length of their stay (Destination BC, 2012). Moreover, according to the Arts and Economic Prosperity IV series of economic impact, the group measured the Purple Rose theatre's impact on the city of Chelsea, Michigan's shows-related spending. Based on the data that was collected from 1,144 audience members in 2013, the Purple Rose Theatre's attendees spend an average of \$39.82 per person, per performance as a direct result of their attendance. Local businesses that cater to arts and culture audiences reap the rewards of this economic activity. (Lynch, 2013, p.12) Apart from generating additional show-related revenue, building a new theatre would also provide benefits with the increased spending on concession due to the expansion of capacity, which is supported from our economic impact analysis section above.

Another positive impact and convincing argument that can be made to strengthen the argument to be made for why the new theatre should be built is showing how it can be a new iconic building for the City of Kelowna and give the citizens of Kelowna a stronger belonging to the city. This is supported by Community Foundations of Canada and CAPACOA (2017, p. 7) which states that “[Canadians who regularly attend live music are] almost twice as likely to have a stronger sense of community belonging [to their city or town],” and Nanos (2017, p. 2) who states that “nine in ten Ontarians strongly agree or somewhat agree that arts experiences help bring people from diverse backgrounds together as a community.” In terms of creating an iconic building for the city, there is potential for this new theatre to become an iconic building similar to the current TCU Place in Saskatoon, Saskatchewan which seats 2000 people. According to meetings we held with staff from TCU place, it became clear that it is seen as an iconic building due to the shows and performances they are able to bring to the city with this size of the theatre.

To add to the argument being created, it is also important to look at the new technological upgrades and improvements that the new theatre will contain such as lighting, sound, and additional space on stage. These new technologies will provide an improved ability to house bigger, better, and higher quality shows while also reducing operating costs and increasing revenue (O'Connor, 2022). These new technologies will be especially important for bringing in larger performances such as Broadway shows that were currently uninterested in performing at the current theatre due to the lack of up-to-date technology available, which is reiterated by the Colliers Project Leaders which mentioned that the current theatre was beginning to reach the end of its useful life cycle in 2009 (Hunger et al., p. 16). Furthermore, based on the renovations that

have taken place at The Chan Theatre at The University of British Columbia Vancouver Campus, it has become apparent to us through meetings with managers related to the theatre that these improvements will bring larger performers to the theatre.

Recommendation 3: Attracting New Performances Post Construction

Our final recommendation consists of contacting larger performances to see if they would perform at the larger PAC being built in Kelowna. Once a few larger performances express that they are willing to perform at the rebuilt PAC it can be used as further fuel for the argument that this PAC should be built now.

To attract shows that can fill the new PAC capacity, it will be necessary to relocate some of the smaller shows to other venues. In addition to the need to create space for larger shows, it may become too expensive for these smaller shows to rent out such a large theatre for their performances. These shows could either be relocated to the black box theatre within the PAC or they could be moved to other theatres spread across the greater Kelowna region. The KCT will need to do an analysis to determine which of the smaller performances would benefit from relocating. These recommendations can be relayed to the KCT via KPAC, and consequently, this will pave the way for the new PAC to realise its full potential.

Once smaller and less popular shows have been planned to be relocated to other venues or the Black Box Theatre, then the focus can shift toward finding larger more popular shows that are a much better fit to the new theatre seating capacity and capabilities. This will include taking some small risks by searching for these events and performances that will have a bigger name value and in turn result in more sold tickets. This relates to TCU Place in Saskatoon, Saskatchewan which has a theatre with a seating capacity of 2000 seats and is currently focusing on this idea and finding success with it. However, this must still be performed carefully to not target too big of a performance or too big of a name who is likely not to be interested.

Additionally, the focus should be put into the creation and attraction of more arts festivals and Broadway shows which will follow a similar thought process as talked about above with being realistic for what type of Broadway shows and arts festivals will perform at the new PAC. This has been shown to be successful through information gathered from the Chan Theatre at UBC Vancouver Campus which has a seating capacity of 1200 seats and has experienced a lot of success with these shows.

Timeline

Phase 1

The first phase of our timeline can be started as soon as possible and be focused on until the end of Q1 2023 and will consist of increasing social media presence and gathering more data. This can be taken up immediately by KPAC, whether it is approaching the KCT with the idea, or whether they are increasing its own social media presence. Ideally, both the KCT and KPAC can increase their social media presence.

Phase 2

The second phase of our timeline will start in Q2 of 2023 and last until the end of Q3 when the focus will shift over to finding partners and creating relationships with other businesses in order to work together to create deals or packages that can be offered to the public. It is important to establish this early to have this system fully functional and available before a final gathering of all the data and making a final pitch to the City of Kelowna. Along with the creation of these relationships, there will also be the beginning of searching and recruiting new and bigger performances that may be interested in performing at a new PAC. This will be important to laying the final groundwork before an economic impact is created by a professional firm.

Phase 3

The third phase of our timeline will start in Q4 of 2023 and last for six months until the end of Q1 of 2024. This phase will consist of the final six-month-long economic impact study done by a professional consulting group that has the needed experience and resources in this area of work to compose an accurate report. This will complete the final step needed to be done before a final pitch to the city is given for why a new PAC should be built and what type of economic impact it will create for the City of Kelowna.

Phase 4

The fourth and final phase of our timeline will happen during Q2 of 2024 and will consist of the final pitch to the City of Kelowna. After collecting, compiling, and analysing all the economic data and impact created by the professional consulting group in addition to this report and all other potential persuasive arguments in mind, a final argument can be presented to the City of Kelowna in an attempt to convince them for why the new PAC should finally be built.

References

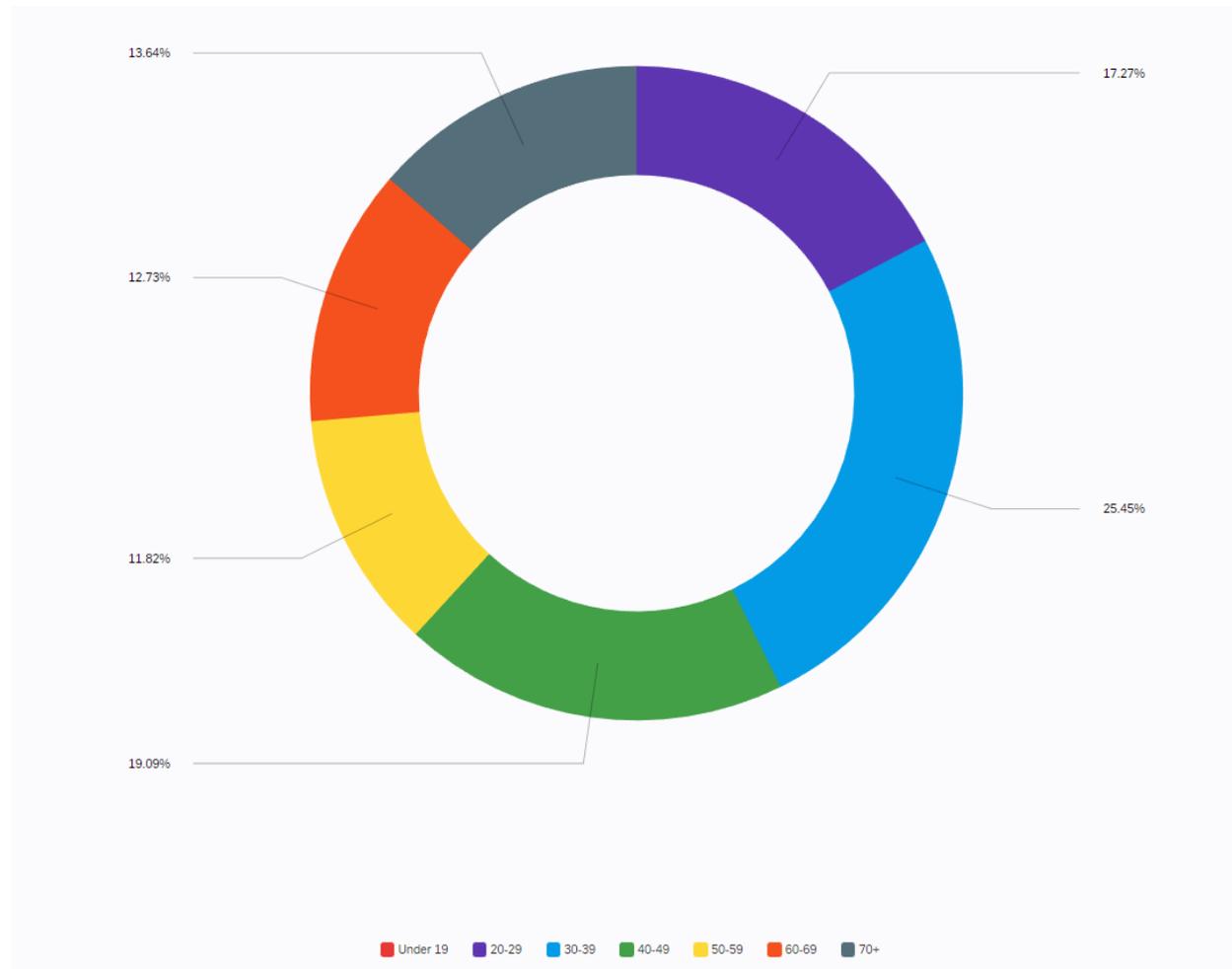
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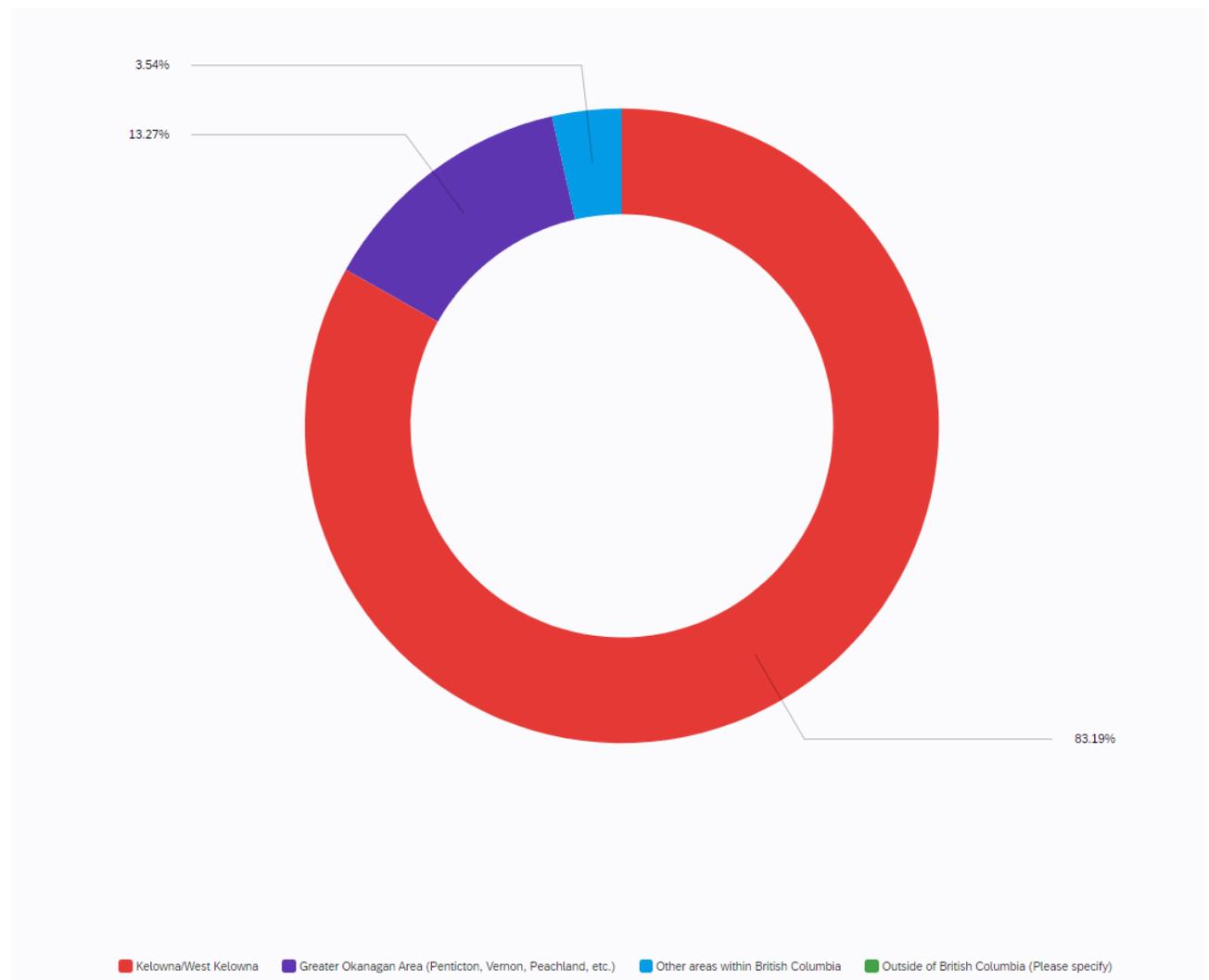
Appendix

APPENDIX 1: Survey

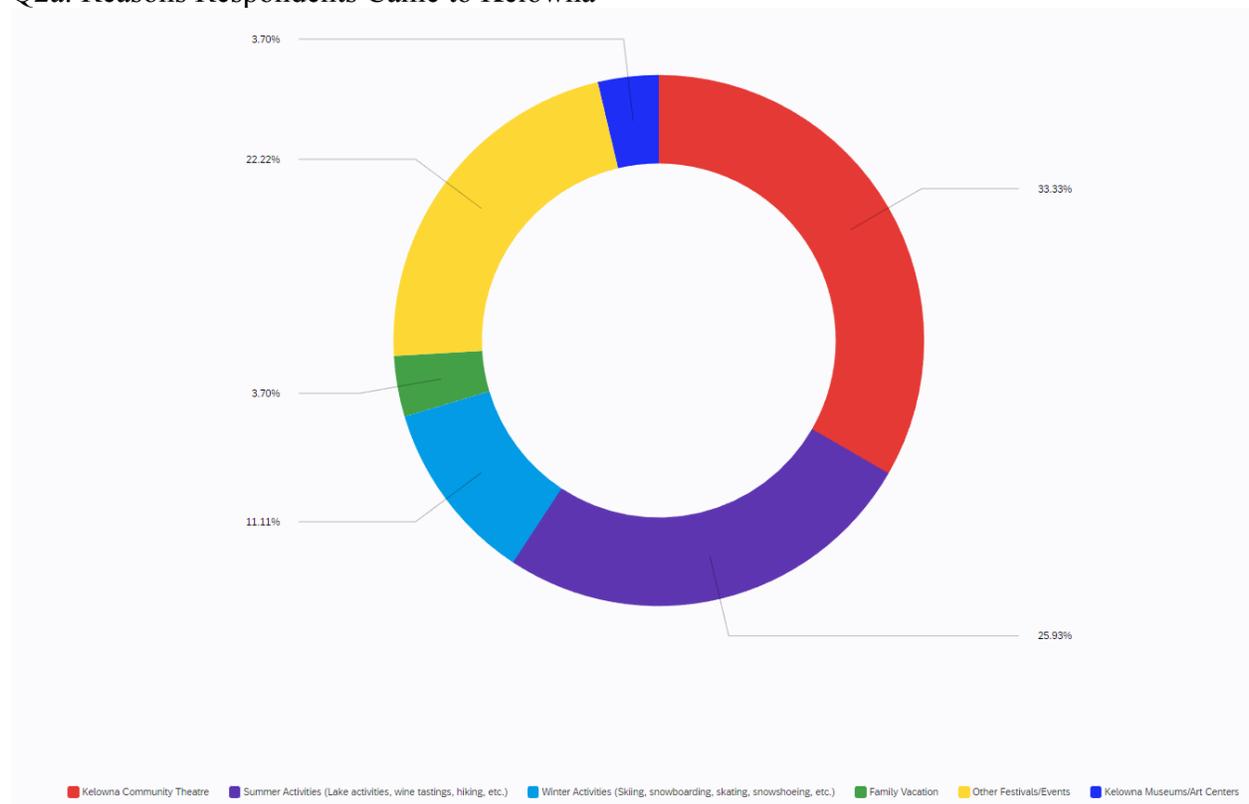
Q1: Age Demographics



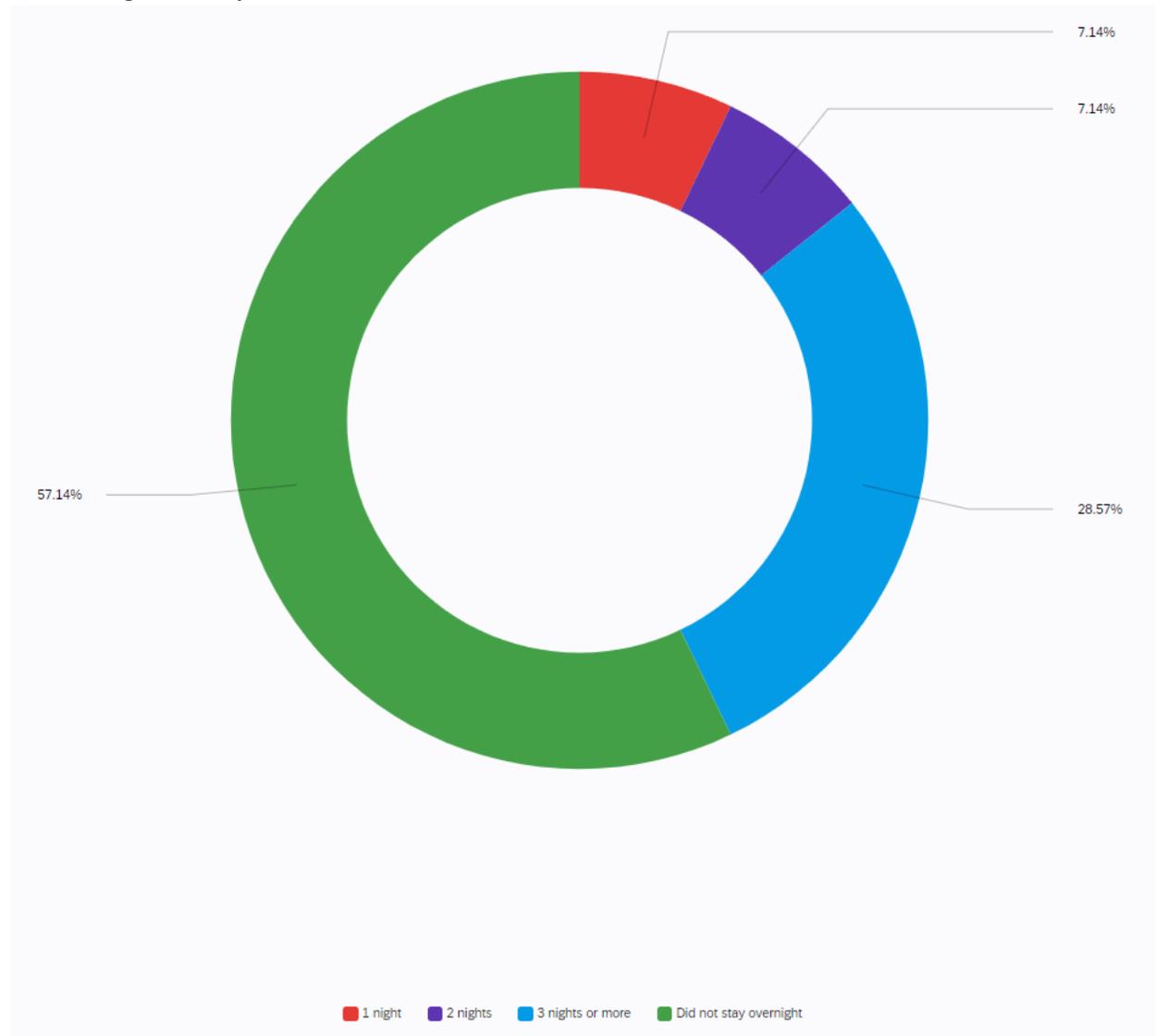
Q2: Location of Residence



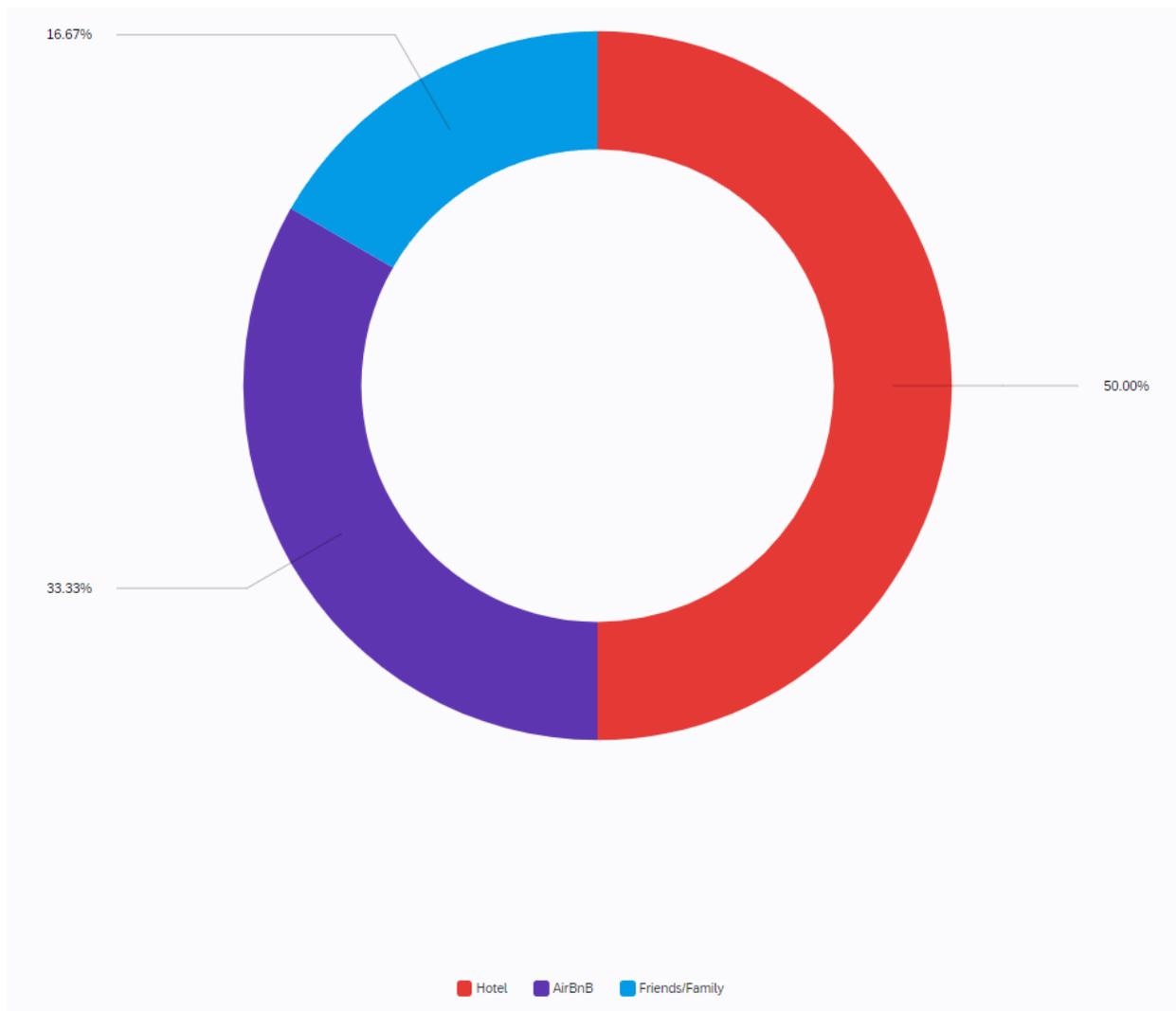
Q2a: Reasons Respondents Came to Kelowna



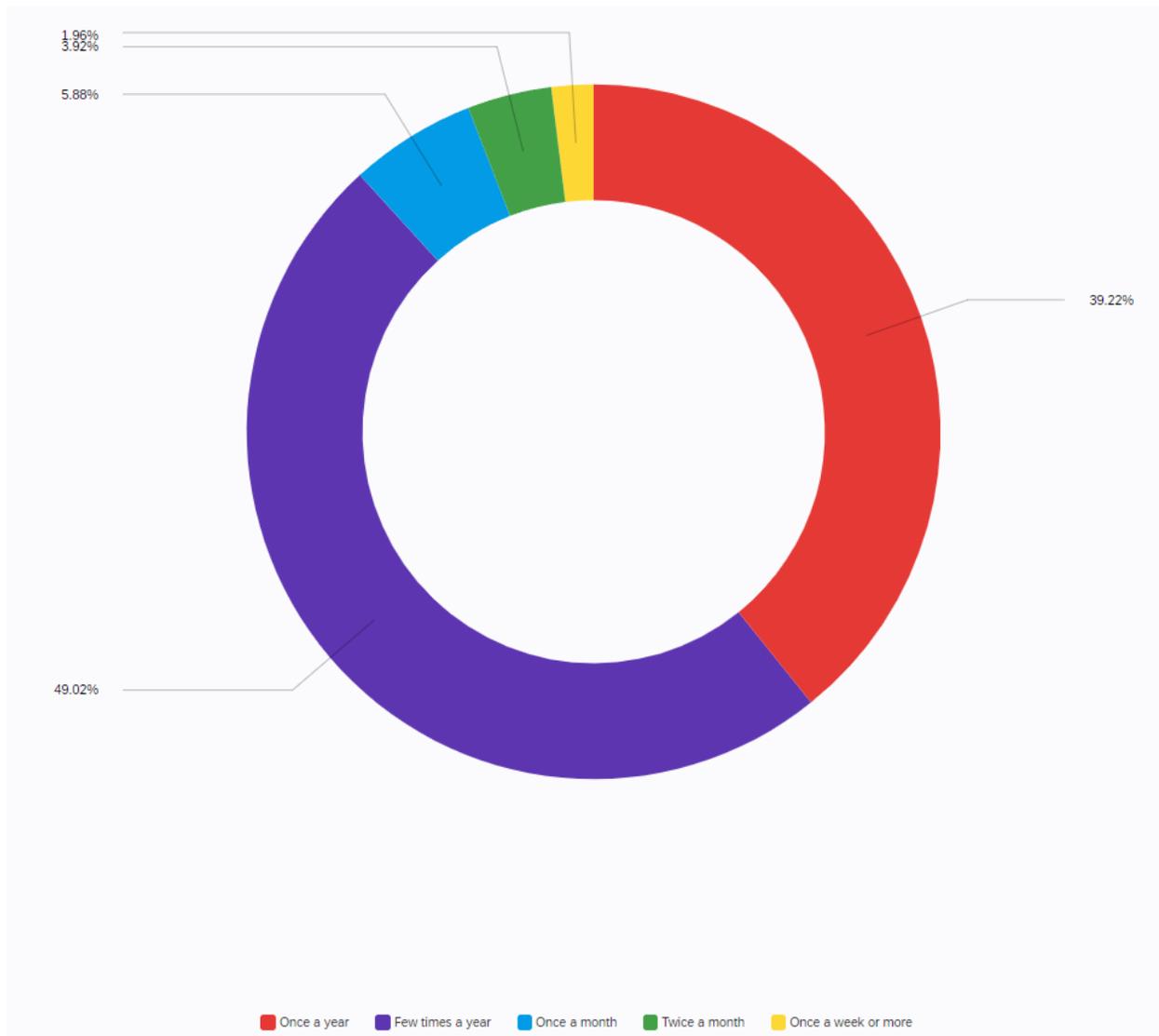
Q2b: Length of Stay



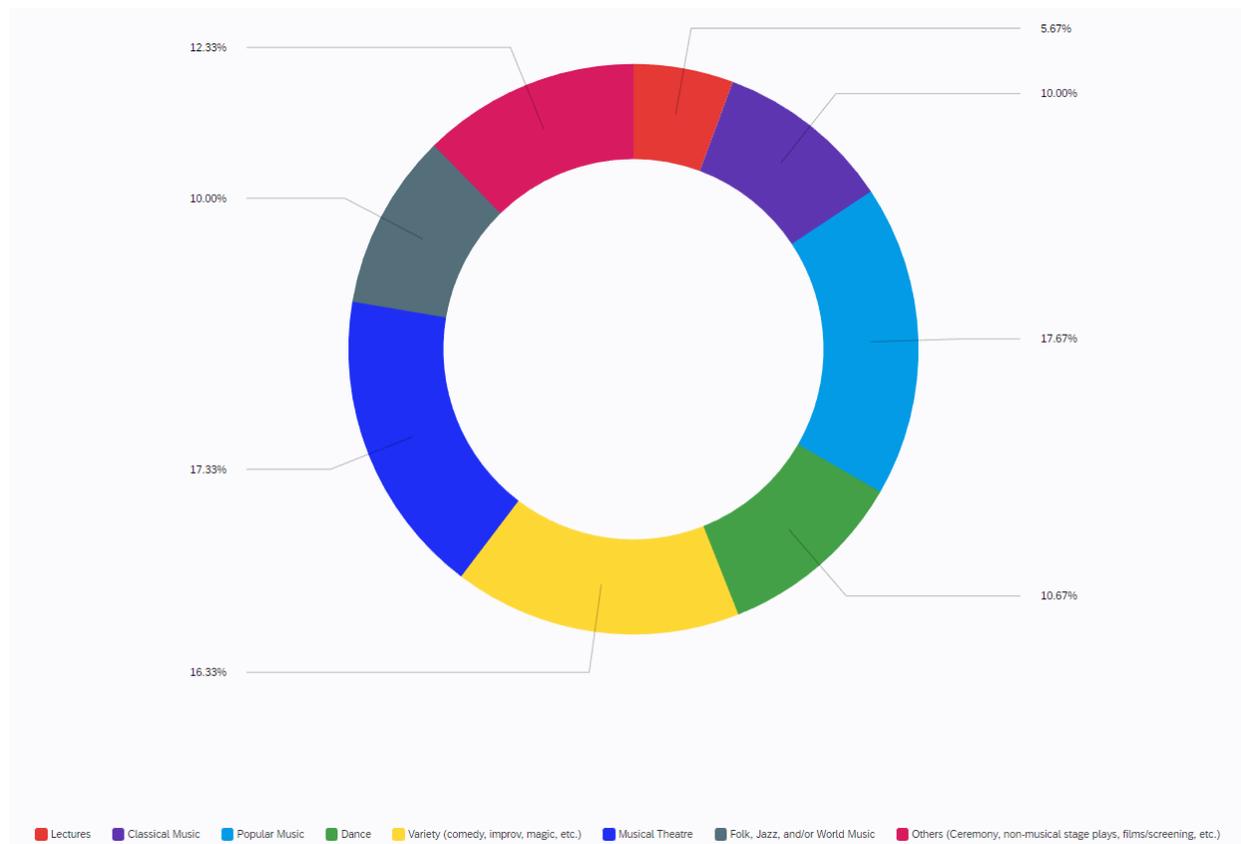
Q2c: Location of Stay



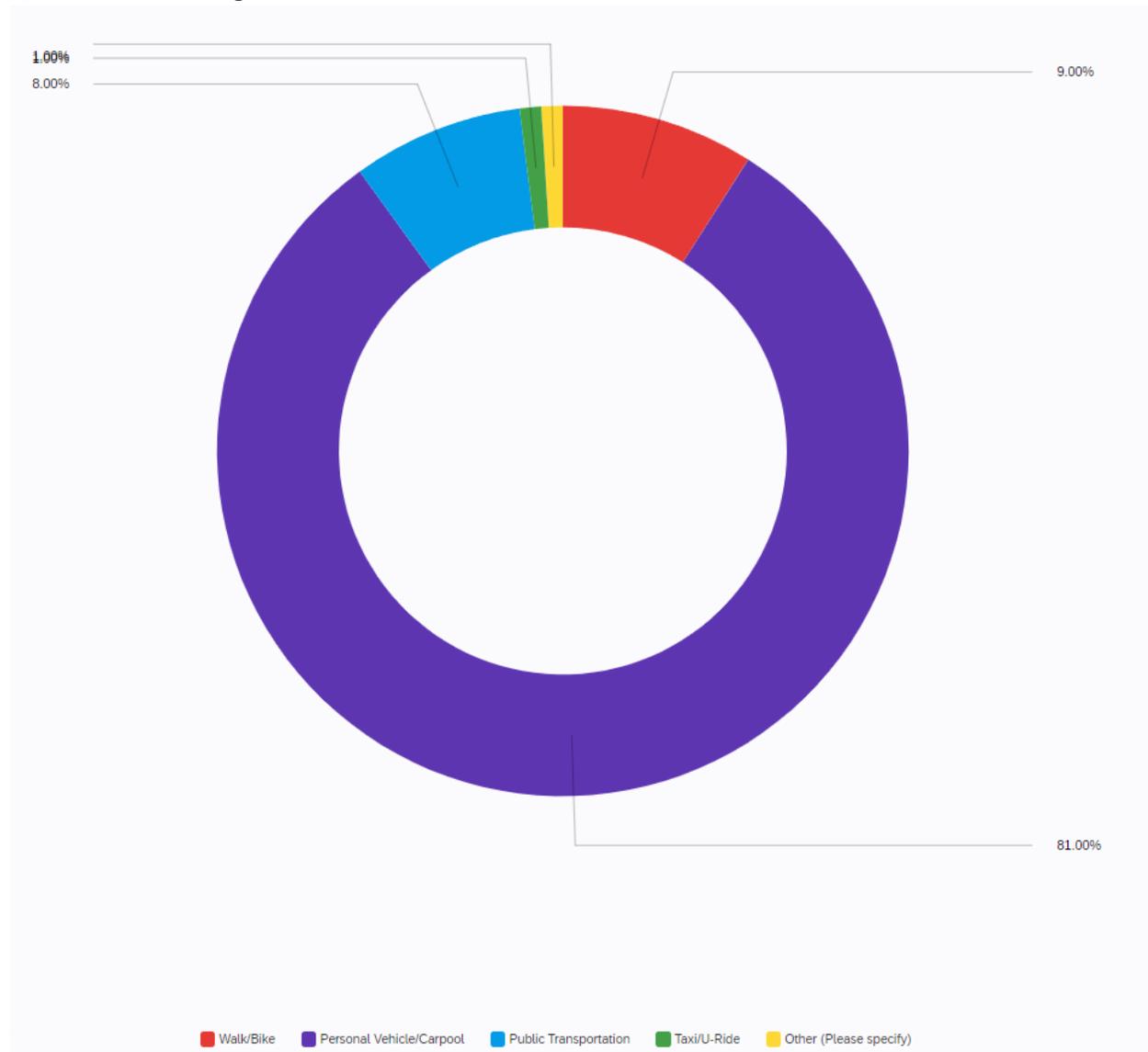
Q3: Frequency of Attendance



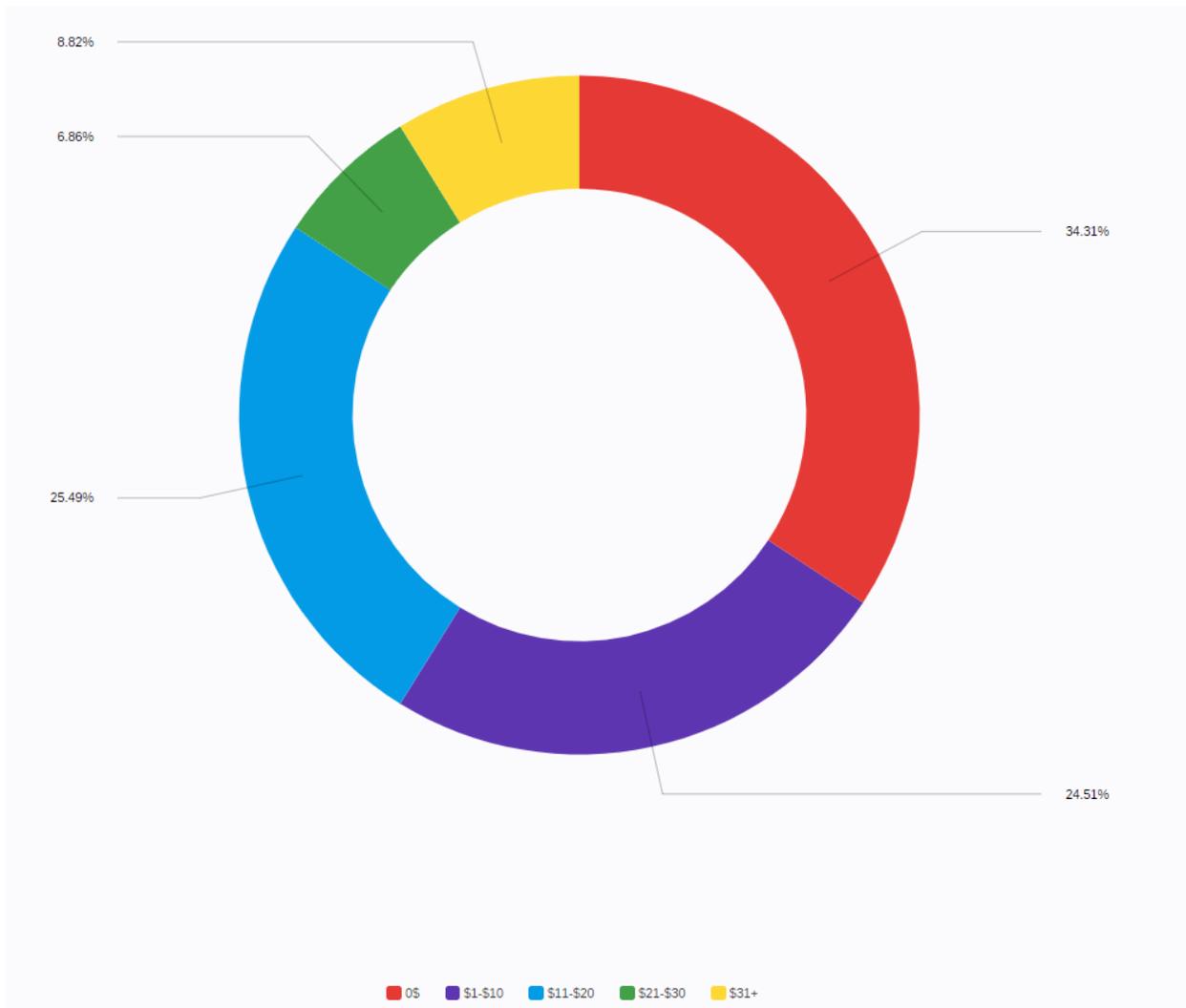
Q4: Preference of Genre



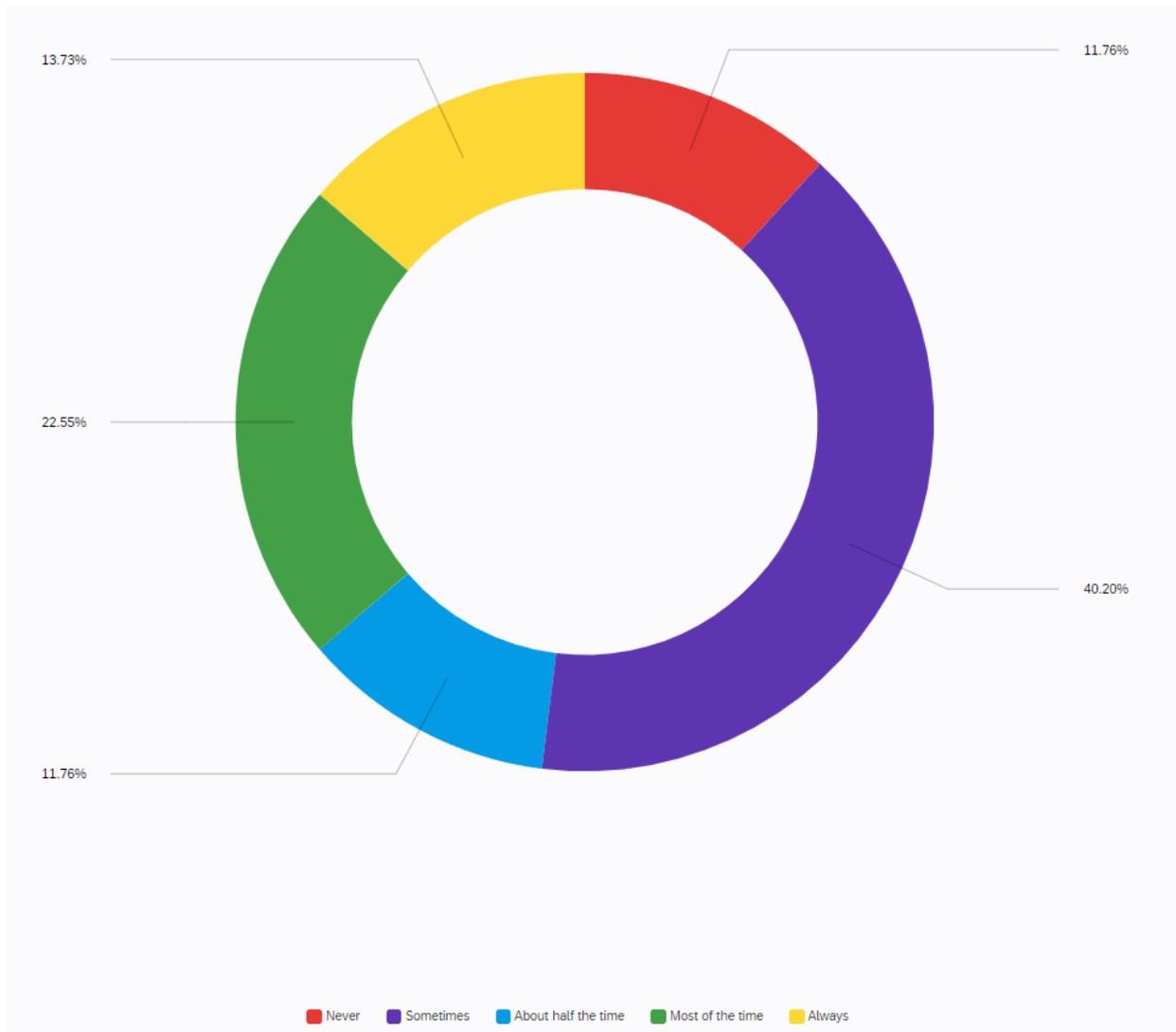
Q5: Mode of Transport



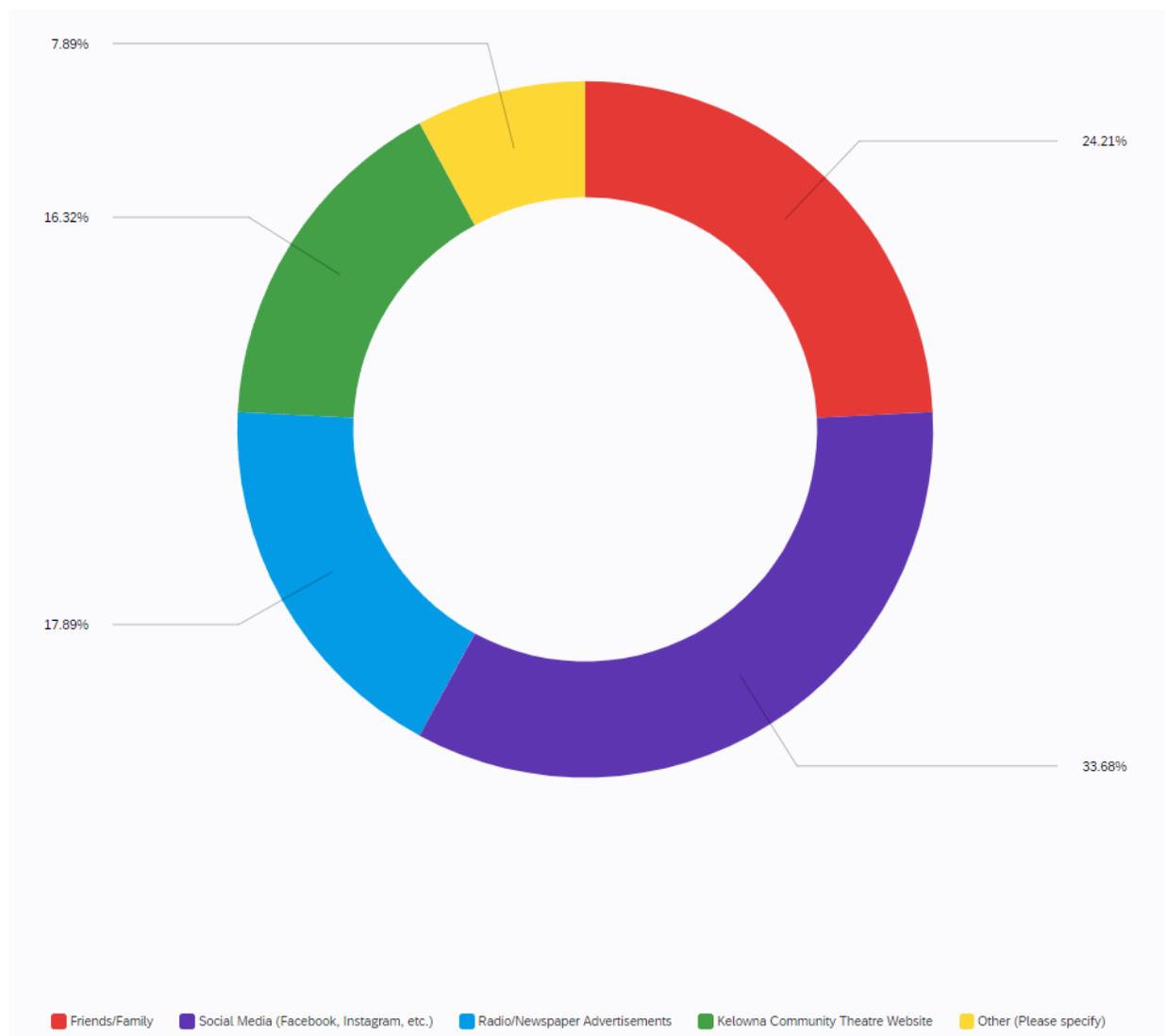
Q6: Amount of Money Spent in Theatre



Q7: Frequency of Restaurant Visits



Q8: How Respondents Heard About Performance They Attended



APPENDIX 2: Estimations of Economic Impact of a Single Popular Music Show

	New Performing Arts Centre	Current KCT
95% Fill Rate	\$157,604	\$83,986
85% Fill Rate	\$141,014	\$75,173
75% Fill Rate	\$124,426	\$66,256
65% Fill Rate	\$107,834	\$57,443