

Table of Contents

1.0 Introduction

- 1.1 Defining Events
- 1.2 Community Engagement
- 1.3 User's Guide

2.0 Event Considerations

- 2.1 Does a Rising Tide Lift All Boats?
- 2.2 What is the "Kentville Story"?
- 2.3 KBC Event Hosting History
- 2.4 Hallmarks of an Effective Event

3.0 Strategic Framework

- 3.1 Program Logic Model
- 3.2 KBC Strategic Framework for Events

4.0 Recommendations

- 4.1 Establish a KBC Events Committee
- 4.2 Piggyback on Current Events
- 4.3 Sponsor Events
- 4.4 Provide Activities & Packaged Experiences
- 4.5 Host KBC Signature Events
- 4.6 Champion Downtown Events
- 4.7 Advocate
- 4.8 Evaluate Events
- 4.9 Other Recommendations

5.0 Implementation of Recommendations

- 5.1 Timeline
- 5.2 Costing

6.0 Resources to Move Forward

- 6.1 Sponsorship Materials
 - 6.1.1 Sponsorship Application
 - 6.1.2 Sponsorship Metrics
 - 6.1.3 Sponsorship Agreement
 - 6.1.4 Sponsorship Evaluation
- 6.2 Working with Volunteers Guidelines
- 6.3 Grant Matrix
- 6.4 Event Planning Guide
- 6.5 Event Engagement Flyer for Businesses & Organizations
- 6.6 Annual Event Calendar

Appendices

- Advisory Committee Terms of Reference
- KBC Event Support Survey Questions
- Key Stakeholder Interview Questions

1.0 Introduction

Kentville Business Community (KBC) has recently completed a Strategic Plan. As part of that plan one of the priorities was People and Community. The Strategic Plan highlights, “Kentville is a people place through development and collaboration on projects, events, and activities.” In order to further develop this strength KBC committed “to plan and collaborate with various groups and organizations to develop new projects, events, and activities that will draw people downtown”. In addition, it is the goal of KBC to create “a welcoming experience” in the downtown area for residents, customers & visitors. The Strategic Plan for Events is based on this foundation so clearly laid out in the KBC Strategic Plan.

The survey results of KBC members supported the concept that events can be powerful tools for community building. When done well events can provide an opportunity to:

- bring residents and visitors together
- enhance community pride and cohesiveness
- build community capacity
- celebrate
- give back to the community
- capture media attention
- promote awareness of community resources
- promote local businesses and services
- stimulates the local economy
- generate funds

“Events need to be in harmony with the business community and promote downtown as a destination.” - Survey Respondent

1.1 Defining Events

An **event** is an organized activity held in an open area, facility, venue, road or temporary structure that brings together more people than are typically found in that location. As COVID 19 has taught us, events can also bring people together as an online community. Events can vary in nature from planned walks, to conferences, to proms, to fairs. The beauty of events is that they can bring together a wide range of people so, when well planned, they promote inclusion and break down traditional barriers. This is particularly true of free events.

In addition to involving members of the local community, staging events is one of the fastest growing forms of tourism. For this reason, larger events are becoming increasingly popular in rural areas as a means to revitalize local economies. Successful events can imbue local residents with a sense of community pride and visitors can develop a new or greater appreciation for the community. This can have far reaching implications for the community and the economy.

You will find in literature related to events that there is a distinction made between events and festivals. A **festival** is typically defined as a celebration marking a special or significant occasion or aspect of community culture. There is also the expectation that a festival happens at a predetermined

time at regular intervals. For example, the Multicultural Festival in Kentville has been offered annually in late August.

Festivals can also be planned to last over a number of days with a number of events, performances, and themed activities. For example, The Annapolis Valley Apple Blossom Festival is an annual gathering that plays out from early spring when the Leadership Candidates are selected and culminates in activities held across the Valley on the last full weekend of May. This festival is made up of a series of unique events held in different locations.

We are also including **activities** designed to put feet on the street in downtown Kentville. This may include leader-led walks (like a Ghost Walk) or self-led activities like a heritage walk or a scavenger hunt.

Finally, some activities may involve a small number of people but may draw a crowd at the time of creation and continued interest over the long-run. We have called these **projects**. Examples of projects include the creation of murals or the creation of green spaces.

For the purpose of this report we will use the term “events” to represent a full range of options – singular events, activities, projects and festivals.

This report does not address promotional activities such as Spring Into Kentville and WIN-ter Wonderland. We consider this Promotions and Marketing which is supported by the Promotions Committee in collaboration with the Executive Director. These activities appear to be well run and while they excite patrons, help the downtown merchants and help build the KBC brand they do not constitute an “event”.

1.2 Community Engagement

To ensure that the recommendations contained in this report represent the perception of the people who live and work in Kentville the following checks and balances were put in place:

- An Advisory Committee of KBC members and residents of Kentville was established to guide the research (Terms of Reference - Appendix A);
- Staff members of the Municipality of Kings County, the Town of Kentville and Kingstec were interviewed regarding events;
- The membership of KBC was invited to complete an online survey (Survey questions- Appendix B);
- Persons recommended by the Advisory Committee were invited to participate in face-to-face or online interviews (Interview Questions- Appendix C).

In total over 60 people contributed to the data used in compiling this report.

1.3 User's Guide

The centrepiece of this document is the strategic framework built on the principles and values of the Kentville Business Community (KBC). We have used this framework to develop ideas and resources designed to build the capacity of KBC to make decisions about what they want to do regarding events. Consider the ideas to be a buffet- try what looks appealing according to the organization's appetite, time and funds. You will find that some ideas need a small investment of time and funding while others involve multi-year commitments with components that are built on from year to year.

While we have included an Event Manual designed for developing events in the Town of Kentville we have not provided step-by-step development of any one event. Rather, we have suggested that with only one employee and a very busy business community KBC should outsource the development of most of their events.

2.0 Event Considerations

"A positive vibe is what encourages people to shop for goods and services in Kentville as opposed to another location." - Survey Respondent

2.1 Does a rising tide lift all boats?

An overwhelming number of KBC survey respondents (85%) agreed that KBC should actively support events in Kentville.

The largest number of respondents indicated that the **key purpose** of KBC supported events should be to attract people to downtown Kentville with the second purpose being to encourage people to buy local products and services. In reviewing **events to support**, it was recommended that KBC consider first the potential positive economic impact of the event.

In follow-up interviews respondents indicated that it is difficult to measure the economic impact of events and there was some concern expressed that certain businesses would benefit from events to a greater degree than others.

In assessing the impact of events, it is important to recognize that the impacts will be both direct and indirect as well as short term and long term. Some ways in which events have an impact on communities include:

- Creating or supporting a narrative. Events can make a town feel welcoming, exciting, vibrant, and inclusive and they can enable citizens and visitors to see the town through a positive lens. This helps to build community spirit.
- Increasing foot traffic in town. This allows people to discover services offered in the town that they may not have known about before. It also highlights the fact that the downtown area is interesting, safe, and welcoming. This increases the chance of people returning at a later date.

- Increasing community awareness. There are many non-profit organizations and home businesses that do not benefit from a visible location in town. Having a presence at events such as a vendor table or fundraising activity can help increase public awareness of these organizations and businesses and contribute to their growth.
- Supporting the local economy in indirect ways. Beyond purchasing tickets, food or drink, events often involve printing posters at local print shops, buying advertisements in local papers, renting equipment, buying event insurance, etc. These transactions happen behind the scenes, but they all contribute to the local economy.
- Leaving lasting legacies. Some events can lead to the development of permanent infrastructure in a town. For instance, the Apple Blossom mural in the parking lot of Main Street Station was a result of an Apple Blossom event. Parks, outdoor staging, gazebos, art installations, kiosks, benches, water fountains, public washrooms, etc. are all possible lasting legacies to a town.
- Events can expand the tourist season attracting visitors beyond the summer months. We know for example, that Apple Blossom and Harvest Festival /Pumpkin People bring visitors into Kentville for a full five months. This has a potential impact for retailers.
- Beyond what can be measured in economic terms, events contribute to the quality of life of the community. They can provide unique activities, build awareness of diverse cultures and identities, and act as a source of community cohesion. This has the possibility of increasing community pride, attracting newcomers to locate in the community and influencing businesses and services to locate in Kentville.

So, will all businesses feel the direct effects of events? No, they will not. However, events may contribute to all organizations and businesses in the town operating in a community where people feel a greater sense of commitment and visitors want to return.

2.2 What is the “Kentville Story”?

Historians remind us that Kentville has for centuries been considered a desirable place to establish community. Centuries ago, Mi'kmaq set up villages on the shore of the river near the current Town of Kentville to harvest the great run of salmon. Another place within today's town limits vital to the Mi'kmaq was the smelting grounds along the stream that runs under east Main Street and empties into the river.

Kentville was established as a town in 1886 and many of the early families, organizations and buildings are still part of the life of the town today. Kentville is one of the few rural communities that has shown consistent growth in spite of increasing urbanization in the province.

Some event planners say the best events are ones which reflect the story of the community. For example, when we look around the province we see a reflection of community stories in Pow Wows, Highland Games, Lobster Suppers, Gospel Concerts or Pride Parades. With that in mind, we invited people to identify some of the authentic aspects of the Kentville community - historical and present - that best represent who they are and what they want to celebrate. The responses are summarized as follows:

- Creativity - entrepreneurial thinking (including the McKay brothers who manufactured cars in Kentville and lighting specialist Walter D'Arcy Ryan), deep connection to arts and culture,

responsive nonprofit organizations, volunteer opportunities, creative use of historic buildings, murals, and events;

- Recreation & Environment - sustainability, wellbeing, teams, parks, social inclusion, hosting sporting events, eco-tourism, green spaces including Burgher Hill, Oakdene Park and Memorial Park, the Ravine, Harvest Moon walking trail, the Gorge and Miner's Marsh;
- Shire town (Regional Hub) - stability, commerce, service/professional centre, businesses, one stop shopping, government offices, interconnectivity, KBC, Rotary Club (established in 1924);
- Medical Care - home to a Regional Hospital, Fidelis House and Valley Hospice. Historically it was home to Blanchard Fraser Memorial Hospital, NS Sanitorium (for persons with Tuberculosis) and the Miller Hospital (for persons with diseases of the chest);
- Historical connection to the railroad - still seen in the walking trail, Main Street Station (formerly the Cornwallis Inn), the Museum and former Railroad homes along West Main Street;
- Agricultural centre - fresh food, wine, cider, harvest, food production and research. Kentville was also home to three dairies;
- Education - Kings County Academy, NSCC, skills training programs and library. Kentville was also home to Mack Business College;
- Strong sense of community - one school, Kentville brand, stores and businesses owned by local families, historic buildings, the past reflected in museums and annual events;
- A dynamic community - welcoming, supportive, open to new ideas, progressive, diverse, an amazing place to work and live!

“We need to tell the story of a progressive, inclusive and evolving community.” -Survey Respondent

2.3 KBC Event Hosting History

KDCL Event Support (1990s)

Pumpkin People Festival - KDCL originated, developed and copyrighted the Pumpkin People concept and festival.

Centre Stage Theatre- KDCL supported the creation of the theatre in the back of a downtown drug store, mainly by buying batches of tickets for free draws, as well as advertising in the program.

Sporting Events- KDCL assisted local groups in the development of submissions for national sporting events being located in Kentville. An example would be the Kentville Wildcats applying for the national baseball championships (which it had hosted previously).

Kentville Volunteer Council- KDCL helped create and initially staff and house the Kings Volunteer Council with a view to more community projects done by the community itself (i.e. beautification projects, education programs for seniors and adults, volunteer staffing for community non-profit groups).

Kentville Farmers' Market - KDCL assumed responsibility for rebuilding, rebranding and managing the Farmers Market in Centre Square when it was near collapse.

Studies related to events & tourism - KDCL funded and co-ordinated several studies for potential developments for tourism and local recreational developments, including a two-year development plan for walking/hiking trails in new and existing areas of Kentville, the establishment of a regional arts council (that for its first 5-7 years was centered in Kentville), research and development of the old DAR

roundhouse as a tourist attraction or museum/heritage centre, potential of a locally-based summer education centre for visitors wanting to learn woodsmen skills, including the building of log homes, research the alternative uses for vacant or underutilized spaces in downtown Kentville, including the potential of renovating many of these spaces into rental suites for visitors, addressing the absence of overnight accommodation in town.

Recent Event Support (2000s)

Multicultural Festival – This festival ran through KBC for 4 years. It started as an event that attracted approximately 200 people, and grew to a full-day festival that attracted approximately 2,000 people. In 2020, the Multicultural Festival Committee became independent and started their own Society. KBC supported the Multicultural Festival financially, as well as through marketing, and logistics. In 2019, KBC contracted an Event Coordinator to support the event.

Devour! Kentville Sip & Savour – In 2018, KBC advocated to get the Devour! Food & Film Festival into Kentville. Town Council approved funding, and KBC also contributed financial support, as well as marketing and logistics support for an evening event that highlights the local food and beverage industry. The event attracts 150-250 people.

Harvest Festival – KBC has provided financial and marketing support.

Walk a Mile In Her Shoes – KBC has provided marketing and promotion for this fundraiser for Chrysalis House.

Devil's Half Acre Motorcycle Rally – KBC has assisted with the promotion of the event.

Kentville Canada Cup – KBC has provided posters, in-kind marketing and promotional video for this annual sporting event.

Torchlight Parade and Webster Court Corner "Bright & Merry" – KBC has assisted with the promotion of the holiday events.

Valley YogaFestival – KBC has provided financial support for this annual yoga event.

2.4 The Hallmarks of an Effective Event

The people who were surveyed and interviewed suggested a number of components that they found made for a superior event. These included an event which:

- Has the ability to attract a wide swath of the community;
- Creates a great atmosphere;
- Has a clear focus;
- Builds community spirit;
- Is well organized;
- Has a clear schedule of activities;
- Provides an opportunity to see friends and community members;

- Is of high quality;
- Possibly has celebrity involvement;
- Diverse experiences, cultures, and ideas;
- Has plenty of food and beverage options.

Respondents to the survey had strong ideas about the **type of events** they thought aligned best with KBC. These are shown in order of preference, with the first three events being tied and all events having more than 68% support:

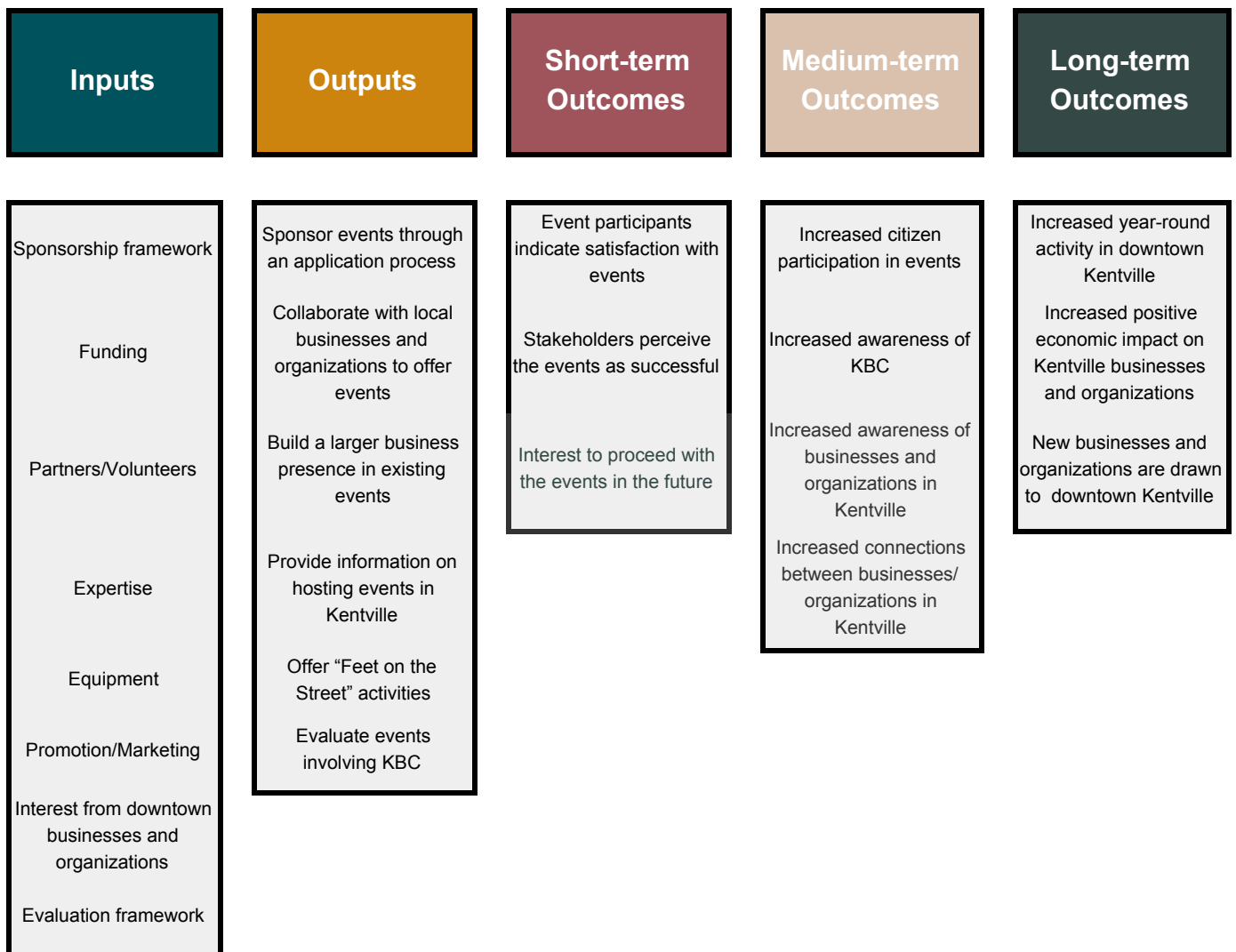
- Holiday Events (Christmas, Halloween, Canada Day)
- Family- friendly events
- Multicultural
- Music events
- Arts and Culture events
- Food and beverage events

3.0 Strategic Framework

3.1 Program Logic Model

Using the requirements stated by KBC, and the values and goals found in the KBC Strategic Plan, the following Program Logic Model was created to guide the development of this report.

The goal of the Program Logic Model is to build a vibrant, welcoming downtown Kentville through the support of events.



3.2 KBC Strategic Framework for Events

SUPPORT	PROMOTE	GROW
<p>We will support efforts to draw people to downtown Kentville</p> <p>This will require us to: Create a visually beautiful downtown area</p> <ul style="list-style-type: none"> • Support downtown art projects • Encourage & support businesses to showcase seasonal décor • Determine ways to augment or beautify public spaces • Support the development of green spaces <p>Provide reasons for people to visit downtown Kentville</p> <ul style="list-style-type: none"> • Host KBC (signature) event(s) • Co-create downtown events with community partners • Assist businesses and organizations by sponsoring events and/or providing promotion • Provide additional opportunities for people to get their “Feet on the Street” 	<p>We will create and/or share information about downtown events</p> <p>This will require us to: Include this commitment in the communication plan for KBC</p> <ul style="list-style-type: none"> • Post information on the KBC website and social media platforms • Provide information about how KBC supports events • Submit articles and information to local media outlets <p>Create a visual record of downtown activities</p> <ul style="list-style-type: none"> • Create and share videos and photos of events in downtown Kentville • Make the visual record available for public relation materials 	<p>We will grow/develop relationships to build a vibrant downtown Kentville</p> <p>This will require us to: Build community capacity through the creation and distribution of resources (event planning guide, volunteer manual, grant matrix)</p> <p>Create opportunities for members of KBC to collaborate on events</p> <p>Work with current and potential community partners to grow Kentville events and activities</p> <p>Monitor the need for additional tools to enhance community capacity for event planning and delivery</p> <p>Share information about KBC sponsorship opportunities</p>
PEOPLE & COMMUNITY		
<p>We will support a downtown that is attractive, welcoming, vibrant, and diverse</p> <p>This will require us to: Develop a robust annual calendar of community events aligned with the goals and values of KBC Develop and/or support events that highlight the unique and compelling attributes of Kentville Develop resources designed to increase foot traffic through Kentville Listen to the community through evaluating downtown events and activities</p> <ul style="list-style-type: none"> • Ensure that all events in which KBC is involved are evaluated • Use evaluation results to change and/or develop events 		
INFRASTRUCTURE & INVESTMENT		
<p>We will support the further development of infrastructure, amenities, and public spaces in downtown Kentville</p> <p>This will require us to: Advocate for infrastructure, amenities, and green spaces that will benefit downtown Kentville Collaborate with the Town of Kentville on purchasing event-related infrastructure</p>		

4.0 Recommendations

4.1 Establish a KBC Events Committee

To ensure the success of recommended events, an Events Committee is required.

Actionable ideas:

Use the terms of reference below to establish a committee that will work with the Executive Director and contracted events consultants to implement the recommendations made in this report.

Terms of Reference for the KBC Events Committee

Committee Purpose- The Events Committee helps to ensure the success of events designed to create a welcoming and vibrant Downtown Kentville.

Committee Membership - The Events Committee has seven members - five from KBC membership or the greater community, one from the Town of Kentville and one from NSCC's Kingstec Campus.

Scope of Responsibility -

- Creates a roster of events it recommends being supported by KBC;
- Awards sponsorships based on the criteria established by KBC;
- Recommends when KBC will collaborate on the hosting of an event;
- Recommends when KBC will initiate a new event;
- Creates and shares resources with organizers of events in downtown Kentville;
- Supports downtown businesses to participate in events;
- Awards contracts for event development and management when required;
- Advocates for changes to policy, procedures, and programs.

4.2 Piggyback on Existing Events

Piggyback on existing events to promote businesses and encourage people to visit the downtown core.

Actionable ideas:

- *Pumpkin People Festival - this captures the attention of people from the local area as well as visitors. However, there is very little that happens in the downtown area. We recommend this be addressed by the following:*
 - Contract out the decorating of downtown area with pumpkin people and harvest-themed decor;
 - The Great Pumpkin Culinary Experience (restaurants, cafes, and bakeries have a special pumpkin offering throughout the month of October).
- *Holly-Days - there are a number of events led by different organizations that celebrate the holiday season, but they promote/market in isolation. Bringing these events under one umbrella will raise the profile for all.*
 - Brand all holiday events in Kentville under the 'Holly-Days' umbrella with a shared schedule;

- Late Night Holiday Shopping on the evening of the Torchlight Parade;
 - Encourage shops to showcase their holiday décor on the evening of the Torchlight Parade;
 - Photo stops throughout the town to encourage people to walk through the whole downtown area (people in costume, photo booths, creation of seasonal life-size props);
 - Fire pit and holly-day sing-along with business vendors selling food/beverages (could tie-in with another seasonal event).
- *Valley Apple Blossom Festival - where Kentville hosts the Apple Blossom parade and fireworks, there is very little involvement from downtown businesses. We recommend the following:*
 - Sidewalk sales (tax free, 10% off, sale racks, etc.)
 - Sponsored apple trees planted throughout the town to beautify the downtown area and connect with the annual festival. Trees can be sponsored by businesses with a sponsor recognition plaque;
 - KBC Apple Blossom “Welcome” signs in store windows.

4.3 Sponsor Events

Sponsor events that involve the downtown area and support local initiatives.

Actionable ideas: See the Resources section to find Sponsorship templates which can be used as is or adjusted to operationalized KBC sponsorship.

4.4 Provide Activities & Packaged Experiences

Provide activities and packaged experiences that encourage people to visit and explore downtown Kentville.

Actionable ideas:

- Create informative walks that take people through downtown Kentville. These might include:
 - Culture and Heritage Walks- self directed using cell phone or rack cards to guide the walk
 - Scheduled Open Door Walks (where people can stop by to see printmaking, an author reading, furniture being restored, an organ concert)
 - On the first weekend of May every year Jane's Walks are held around the world. They are community led walking conversations used to help residents discover new things about their community. They have been led informally in Kentville with up to 60 participants. Taking this under the KBC banner could help to ensure the walks continue, interest in them grows and that there is a focus on downtown.
 - *A sip and sample walk* - Participants buy a passport and have something to eat or drink in up to eight places around town. This does not have to be held in traditional food/drink related venues. Think wine in the old courthouse and desserts in an art gallery;
 - *A travelling event*- that has components held in Wolfville, New Minas, Kentville and Coldbrook with participants walking or biking along the trail to access the activities.

- Weekly summertime activities in the Town Square. These might include:
 - *Music*
 - *Dance*
 - *Movies*
 - *Story telling*

4.5 Host KBC Signature Events

Signature Events are typically created with the purpose of:

- Building an organization's image in the community;
- Promoting the well-being of others and sustaining the growth of the community;
- Sharing an aspect of the community story that an organization wants to share;
- Reinforcing an organization's position as being socially responsible;
- Finally, a signature event can be used to raise funds.

Successful signature events have the following:

- A compelling story or message
- They attract diverse attendees
- They seek ways to involve the wider community
- They can grow over time
- They have the potential to change the community in positive ways

Actionable idea options:

- *The Multicultural Festival* met all the criteria for a KBC signature event - continue serving on the planning committee for the Multicultural Festival
- *Art on the Street* - mural-making, plein air art, art market, chalk art, light installations, live music;
- *Valley in the Alley* - activate downtown alleys for one night with unique programming (music, food, dance) and include a Farm to Table event hosted in Webster Court in support of KCA healthy food program;
- *Fashion Showcase* - highlight fashion from local retailers and clothing designers, highlight complimentary jewellery, wraps, accessories etc. from other retailers and designers. Flowers could come from local shops or vendors and décor provided by local shops. Proceeds to support a local non-profit organization;
- *Re-enactments of court scenes* in the Old Court House (possibly having scripts written by local playwrights and funding coming from the legal community);
- *A Creative Economy Conference*- Kings County is rich in the creative industries (advertising, architecture, the arts and antiques market, crafts, design, designer fashion, film, interactive leisure software, music, performing arts, publishing, software, television, and radio). This sector has never convened to look at ways to support this important component of the local economy;
- *A Festival of Light* - celebrating the work of Kentville-born light engineer Walter D'arcy Ryan with light and music choreography, statues created with lights, video projecting on buildings, light tunnels, light murals;
- *A Mural Festival* with multiple murals being created at one time.

4.6 Champion Events

KBC should actively encourage the participation of community and business members in events.

Actionable ideas:

- Promote events with a discount to NSCC students
- Encourage KBC members to attend events
- Encourage KBC members to participate in events
- Share success stories

4.7 Advocate

Advocate for enhanced conditions to support events.

Actionable ideas:

- Advocate for more accommodations in Kentville. Many major events cannot be hosted by Kentville because of the absence of accommodations;
- Advocate for a permanent home for the Kentville Farmers' Market. This is often the centre of life in the downtown area. The re-establishment of a healthy Farmer's Market in Kentville would draw people to the downtown;
- Advocate for more well-designed green spaces in downtown Kentville. Green spaces have been found to draw people to the downtown area and improve the mental health of people who live in the area.

4.8 Evaluation Events

What needs to be evaluated?

Evaluations help to determine what worked well and what needs to be improved. Paying attention to evaluations ensures that KBC spends time and money on those events that are having the greatest positive impact. Some factors will be captured in evaluation forms or interviews while others will come out of hearing comments or stories of participants or a debriefing meeting with the planning team.

Evaluation questions for events KBC sponsors:

- What methods did you use to evaluate the success of the event?
- Describe how your event met its goals/objectives
- Identify how your event had an economic impact on local businesses and organizations
- Describe how your event benefited the Kentville community and surrounding area
- List the ways in which KBC was recognized as a sponsor for the event

Evaluation questions for events KBC hosts/co-hosts:

- Identify any partners involved in planning and executing the event, and how the relationship(s) strengthens KBC's organizational capacity
- Describe who was represented in the planning and execution in the event (planning committee, volunteers, etc.)
- Describe who was represented at the event (business/organization vendors, speakers, etc.)

- What methods were used to evaluate the success of the event?
- Describe how the event met its goals/objectives
- How did the event have an economic impact on local businesses and organizations?
- How did the event benefit the Kentville community and surrounding area?
- Identify the event's successes - what went well?
- What outside forces (weather, other events, economy etc.) affected the event (either positively or negatively)?
- How can the event be improved?

Evaluation questions for event participants:

- Where do you live?
- How did you hear about this event?
- What was it about this event that compelled you to attend?
- What did you like best about the event?
- Did you visit any local businesses while you were in town for the event?
- Would you consider attending this event again?

The challenge of evaluating economic impact of events

While it is possible to measure the number and value of tickets sold, drinks consumed or crafts purchased, measuring the economic impact of an event on a downtown area is very difficult. The economic impact refers to the total amount of additional expenditure generated within a defined area, as a direct consequence of hosting the event. For larger events this commonly refers to calculating:

- spending by participants or visitors on things like meals and accommodation
- incidental spending by participants on things at the event or from local retailers
- spending by event organizers on things like publicity, tents, printing etc.

Unfortunately, as accommodation is often the largest driver of economic impact and Kentville has limited accommodation available, visitors to Kentville events would largely be benefiting nearby areas.

What can be measured is the amount spent in the town by event organizers and the amount generated at the event itself. Without baseline data the measurement of additional spending by those attending the event would be primarily anecdotal.

4.9 Other Recommendations

- Involve the faculty and students of NSCC Kingstec in planning and/or implementing events - The faculty and students at NSCC are ideally positioned to support events in Kentville. While this resource has been utilized by the Town of Kentville and Devour, we recommend that KBC seek to establish a greater connection with NSCC for events and activities on their agenda. You might start by inviting a faculty representative from NSCC to serve on the KBC Events Committee. Planning events with NSCC involvement can take up to a year so it requires forward thinking but the rewards are worth the effort!
- Contract event management and implementation - Where some Business Improvement Associations or Chambers of Commerce (Sydney, Truro, Lunenburg) have a staff person dedicated to supporting events, we recommend that KBC consider contracting out event

planning and implementation as required. This takes the burden off the KBC Director and Events Committee and does not tie up KBC funds when the events schedule is not as busy.

- Clearly define roles between the ToK and KBC in planning and hosting events - There was feedback in the survey and interviews that some people did not clearly understand where the role of the Town of Kentville left off and the role of KBC started with respect to events. We recognize that roles may look similar because of overlapping mandates. It is also possible that events that involve a partnership with the ToK may have either group taking the lead depending on the nature of the event. Having a ToK representative serving on the Events Committee will help to ensure a clarity of roles from the outset.
- Keep the concept of place-making in mind when planning events- This is a concept that communities create a vision around a place that results in a community identity. The vision can be supported by tangibles like buildings or intangibles like history or values. Together they result in a commitment to the character and quality of a place. Events should be more than a weekend diversion, they should be part of a larger narrative that helps to create a sense of place and belonging in downtown Kentville.
- Commit to creating a regular, seasonal resource that informs the community and visitors about KBC events- While residents can access this information on Town of Kentville and KBC websites, we suggest that newcomers and visitors will be drawn to events through information presented in an easily accessible format available at local gathering spots. For this reason we recommend that KBC and the Town of Kentville share a page each quarter in the Grapevine to publicize meetings, activities and events. This community newspaper is available in public spaces and is a great way of getting information shared at a minimal cost.

“It’s important to have a central area that’s rich in colour and art in which to host events.” - Survey Respondent

5.0 Implementation of Recommendations

5.1 Timetable for Implementation

The time table for the implementation of recommendations is affected by the current pandemic. In the time of COVID organizations must plan carefully taking into account public health requirements as well as the concerns of potential participants. Fluidity in planning will be necessary until COVID 19 is no longer an issue.

The chart below provides guidelines regarding the order in which the recommendations might be addressed :

Immediate - actions that can be taken in the immediate future(1-6 months)

Medium Term - actions that might be taken in 2021 or later depending on COVID 19 restrictions and/or priorities and funding

Ongoing - actions that can start now and continue on an ongoing basis.

Recommendation	Action	Priority	Considerations
Establish an Events Committee	Executive establishes an Events Committee	Immediate	<ul style="list-style-type: none"> Use suggested Terms of Reference as a starting point
Piggyback on existing events	Events Committee together with the Executive Director address the following:		
	Pumpkin People	Immediate	<ul style="list-style-type: none"> Contract the creation of people and props to be ready for October Work with downtown businesses and organizations to encourage and support seasonal décor and activities
	Holly Days	Immediate	<ul style="list-style-type: none"> Convene meeting to discuss branding of holiday events in Kentville Work with downtown businesses and organizations to encourage and support seasonal décor Determine event(s) which KBC will host and/or support. Contract the creation of Holly Days photo props.
	Apple Blossom Festival	Medium Term	<ul style="list-style-type: none"> Work with downtown businesses and organizations to encourage and support seasonal décor and activities
Sponsor Events	Events Committee together with the Executive Director	Ongoing	<ul style="list-style-type: none"> Adapt and use the sponsorship templates to determine what events KBC will sponsor

Provide activities and packaged experiences	Events Committee together with the Executive Director		
	Culture and Heritage Walks	Immediate	<ul style="list-style-type: none"> This project can be contracted out and completed quickly to put feet on the street in downtown Kentville
	All other recommendations for activities and packaged experiences	Medium Term	
	Town Square summer activities (2020)	Immediate	<ul style="list-style-type: none"> This project is underway
Host Signature Event(s)	Events Committee together with Executive Director	Medium Term	<ul style="list-style-type: none"> Choose KBC representative to serve on Multicultural Festival planning committee Create a Master List of Event options from which to choose a signature event when the timing is right. Start with the suggestions included in the recommendations
Champion Downtown Events	KBC Board of Directors together with Executive Director	Medium Term	<ul style="list-style-type: none"> Use flyer prototype as a base to contact downtown businesses and organizations
Advocate for enhanced conditions to support events	KBC Board of Directors	Ongoing	<ul style="list-style-type: none"> Seek opportunities to address those factors that are currently hindering events in Kentville
Evaluate all events	KBC Events Committee and sponsored event teams	Ongoing	<ul style="list-style-type: none"> Ensure that all events have an evaluation component Use the completed evaluations to improve future events
Other Recommendations	KBC Board of Directors together with the Executive Director	Ongoing	<ul style="list-style-type: none"> Add representatives from the Town and Kentville and NSCC to the Events Committee when that committee is struck
	KBC Board of Directors with the Executive Director	Ongoing	<ul style="list-style-type: none"> Contract event design and implementation services as required
	Promotions Committee	Immediate	<ul style="list-style-type: none"> Approach ToK to discuss sharing quarterly page in the Grapevine

6.0 Resources to Move Forward

6.1 Sponsorship Strategy

6.1.1 Sponsorship Application

Kentville Business Community Event Sponsorship Application

Kentville Business Community (KBC) offers a limited number of sponsorship opportunities to businesses and organizations planning an event that aligns with KBC's strategic goals and vision. Applications will be reviewed and evaluated by an Events Committee consisting of KBC board members and Kentville citizens. Applicants can expect to be contacted within 60 days of submitting the application.

Below are event priorities identified by KBC's membership:

1. Potential positive economic impact of the event
2. Benefit to Kentville community and surrounding area
3. Unique or novel idea for an event
4. Positive track record of the event host or potential partner

With these priorities in mind, please complete the following application form. Additional documentation that describes your event or your sponsorship proposal will also be accepted. Returning applicants may also include an evaluation or report of the previous event.

Submission Date:

Event Name:

Event Date:

Event Type:

Event Organizer Business(es) or Organization(s) (if any affiliation):

Event Organizer Name:

Event Organizer Email:

Event Organizer Phone:

Anticipated Attendance:

Amount Requested:

1. Event Overview (Describe the nature of the event, activities, highlights, or any relevant history):
2. Event Impact (Describe how businesses and organizations in Kentville can benefit from and/or participate in the event, and how the event will enhance the public perception of the town)
3. Event Scope (Identify the target audience(s), how the event will reach these audiences, and anticipated media attention):
4. Sponsor Benefits (Describe how the event recognizes and benefits sponsors):
5. Additional Information

Please send the completed application and any supporting materials by email to info@kentvillebusiness.ca or by mail to 354 Main Street Kentville B4N 1K6.

6.1.2 Sponsorship Metrics

Sponsorship Application Evaluation Matrix

Rate each priority on a scale from 1 to 5 (1 indicates that the applicant has shown no evidence that the priority has been considered and 5 means that the applicant has thoughtfully considered the priority and/or has demonstrated a positive track record).

Event Title:

Priority	1	2	3	4	5
The event has the potential to have a positive economic impact on local businesses and organizations					
The event will benefit the Kentville community and surrounding area					
The event is a unique or novel idea					
There is a positive track record of the event host or potential partner					
The event is in sync with the values and strategic goals of KBC					
Total					

Notes:

Considerations for Events Committee:

- Are there ways in which Kentville businesses and organizations can participate in the event?
- Are there visibility opportunities for sponsors? (introducing a performer, stage naming rights, a booth at the event, a logo in a program, a welcome by the KBC President, an opportunity to run a spin-off event that benefits local businesses).
- Does the event increase foot traffic in town? For example, is it spaced out giving participants a chance to visit businesses or does it all occur at one particular venue?

- Will the event improve the reputation of the business community as an 'attractive, supportive, and welcoming' place?

6.1.3 Sponsorship agreement

Kentville Business Community Event Sponsorship Agreement

Sponsorship agreement created on _____

Kentville Business Community (KBC) is pleased to offer a sponsorship amount of _____ to the event of _____ (hereafter referred to as 'The Event').

Terms of Agreement

In accordance with KBC's sponsorship requirements, The Event must:

- Take place in the Town of Kentville;
- Consider local businesses and organizations in the Town of Kentville in all planning aspects of the event;
- Promote the event to the Kentville community and surrounding areas;
- Submit an evaluation report (provided by KBC) no later than 90 days following the event date.

Sponsor Obligations

Kentville Business Community agrees to pay the amount of _____ made payable to _____ by _____.

Sponsee Obligations

The Event agrees to provide the following sponsor benefits:

- Inclusion of KBC logo on all promotional materials and programs;
- Mention of KBC in the welcome and/or closing remarks;
- [Any additional agreement terms and conditions listed here]

Event Cancellation

Should The Event cancel for any reason, The Event shall refund fees received by KBC no later than 30 days after the decision to cancel has been made.

Indemnity

Each party shall indemnify the other against any claims arising from any breach of the agreement by either party.

Signature

By signing this agreement, _____ (The Event) and Kentville Business Community are bound to fulfill the obligations of the agreement.

Kentville Business Community Signatory: _____

The Event Signatory: _____

6.1.4. Sponsorship Evaluation Form

Kentville Business Community Event Sponsorship Evaluation

We hope you enjoyed a successful event in the Town of Kentville! As per your sponsorship agreement with Kentville Business Community, please fill out the following evaluation form and submit it no later than 3 months after the completion of your event. Failure to submit an evaluation will impact your eligibility for sponsorship in subsequent years.

Submission Date:

Event Name:

Event Date:

Estimated Attendance:

What methods did you use to evaluate the success of the event?

Describe how your event met its goals/objectives

Identify how your event had an economic impact on local businesses and organizations

Describe how your event benefited the Kentville community and surrounding area

List the ways in which KBC was recognized as a sponsor for the event

Please send the completed evaluation by email to info@[kentvillebusiness.ca](mailto:info@kentvillebusiness.ca) or by mail to 354 Main Street Kentville B4N 1K6.

Other Resources

You will find the following as part of your report package:

- Working with Volunteers Guidelines
- Grant Matrix
- Event Planning Guide
- Event Engagement Flyer for Businesses and Organizations
- Annual Event Calendar

“Our calendar of events should reflect our current attributes and future aspirations.” - Survey Respondent

Appendices

Appendix A - Terms of Reference for Events Strategy Advisory Committee

The Advisory Committee for the KBC Festivals and Event Strategy

What is a Festival and Events Strategy?

It is a plan designed for KBC which will guide decision making about investing in, producing and/or promoting Festivals and Events in order to achieve its mission of “creating an environment which is attractive, supportive and welcoming”

Why have an Advisory Committee?

An Advisory Committee is often used in community work. The mandate of an Advisory Committee is to give advice and opinions as well as making recommendations based on the unique experience of each committee member. This process ensures that there is a designated opportunity for the voices of the business community to be heard and considered in the consultation process. Votes are not taken and meetings, while carefully planned, are of the less formal than traditional meetings.

What is the role of this Advisory Committee?

The main task of this Advisory Committee is to assist the board in its oversight of the work being done by Kitchen Table Consulting, to provide strategic guidance and support to the consulting team and to ensure that the results of their work meets the desired outcomes. The responsibilities and duties of the Advisory Committee members are as follows:

- To work with consultants to determine short, medium, and long-term outcomes of the events plan.
- To guide the consultants in the best way to implement the plan
- To promote the involvement of the Kentville business community in contributing to the plan.

To achieve the above, the Advisory Committee undertakes the following activities:

- Attending the Advisory Committee meetings prepared to offer feedback, ideas and recommendations.
- Providing ad-hoc feedback when requested by the consultants

Meetings will be held 3-4 times in a three-month period with the time and place of meetings determined to be at the convenience of most committee members.

Committee composition and size will be determined by Chair of the Board of KBC with consideration given to having diverse perspectives represented.

The Advisory Committee meetings will be chaired by the consultants (Brenda and/or Genevieve) and committee members can expect to have an agenda and key documents sent to them 48 hours in advance of each meeting. Meetings will not exceed two hours.

Appendix B - KBC Survey Questionnaire

Kentville Business Community Support for Events Survey

This survey is being conducted by Kitchen Table Consulting on behalf of the Event Strategy initiative of KBC. Your responses to the survey questions will help to determine the way in which KBC will support events in the future. Please answer each question based on your honest assessment. Only the consultants will see your name and your responses will be kept confidential. We ask for your name as the consultants may want a follow up interview to further explore your ideas.

Name of respondent:

Name of your business or organization:

1. The major purpose of events supported by KBC should be to (check as many as are applicable):

- Bring more people to downtown Kentville
- Increase civic pride
- Raise the profile of Kentville
- Encourage people to buy local products and services
- Create and/or build on partnerships

2. The target audience to attend events supported by KBC should be (check as many as are applicable):

- Residents of Kentville and surrounding area
- People across the Valley
- People from outside the Valley
- Others (please specify)

3. The events held in downtown Kentville reflect on the business community. With that in mind, what do you consider to be the role of KBC in supporting events? (rank 1 to 6 with 1 as the highest and 6 the lowest):

- To plan and produce events inhouse
- To partner with other organizations in the planning and producing approved events
- To provide funding for approved events (there is no obligation to recognize a funder)
- To provide sponsorship for approved event (sponsors are recognized in pre-determined ways)
- To provide resources including information and event planning expertise for approved events
- To get out of supporting events altogether
- Other (please elaborate)

4. If funding for events were provided by KCB what would you include in the criteria for funding.

Check the three most important criteria:

- The track record of the group(s) hosting the event
- Evidence of contributions from other funders
- A unique or novel idea
- Potential positive economic impact
- Reflect positively on KBC
- Is in sync with the values of KBC
- Benefits the community of Kentville and surrounding area
- Event is newsworthy
- Must have strong ties to Kentville and surrounding area
- Other (please specify)

Thank you for completing this survey. If you have any additional comments, ideas or recommendations please make them below. Should you wish to contact the consultants our email address is kitchentableconsultants@gmail.org.

Appendix C - Key Stakeholder Interview Questions

Virtual Interview on Events for Kentville Business Community (KBC)

You have been chosen to be “interviewed” because of your connection to, or interest in, Kentville and/or community events. The information gathered in these virtual interviews will help to determine priorities and plans to be included in the KBC events strategy.

We appreciate your time and value your opinions.

The following events have had some level of support (financial, PR or human resource) from KBC.

Multicultural Festival

Devour! Kentville Sip & Savour

Harvest Fest

Walk a Mile In Her Shoes

Devil’s Half Acre

Kentville Canada Cup

Torchlight

Webster Court Corner “Bright & Merry”

Yoga Fest

With these in mind :

What in your experience makes for the best events?

How have you seen the best events in Kentville benefitting the business community?

How could local events impact Kentville businesses in more significant ways ?

What role could KBC assume in improving current events or supporting new events in Kentville?

What attracts you to a local event?

How are you most likely to learn of an event in the Kentville area?

From where do you think funding for events in Kentville should come?

To what local event(s) do you (and/or your family) currently look forward and why?

What events that you would like to have in Kentville are not currently offered?

How should KBC determine whether events are successful?

Are there other comments or recommendations you would like to make regarding events in Kentville?

Thank you for contributing to this research. We look forward to seeing you at future events in Kentville!

Focused questions:

Lindsay Young (Kentville Community & Economic Development Coordinator) and Rachel Bedingfield (Kentville Recreation Director)

Does the TOK have an events plan, or any policies related directly to events?

What TOK events would benefit most significantly from the support of the KBC?

What type of support would be most helpful in creating collaborative events?

Events are often a celebration of local arts, culture, history, or entrepreneurship. Would a consultation involving those active in arts, culture, history or entrepreneurial activity be of value in creating policy, plans and events in Kentville?

If yes, who is best positioned to host such a gathering?

Brittany Mastroianni (Kings Diversity & Community Outreach) and Nichole Gilbert (Kings Recreation Director) at Kings County

Does the County of Kings have an events plan, or any policies related directly to events?

What role does Kings County play in events held in the county?

Events are often a celebration of local arts, culture, history, or entrepreneurship. Would a consultation involving those active in arts, culture, history or entrepreneurial activity be of value in creating policy, plans and events in Kentville?

If yes, who is best positioned to host such a gathering?