

Schedule A to Report 2024-0019

# 2024 Town of Caledon Events Framework

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## Background and Introduction

The Town of Caledon's events portfolio is continuously evolving and growing in direct relation to a rapidly growing community. The purpose of the Events Framework is to create a dynamic tool that will help strengthen the planning, budgeting, resourcing, and delivery of various types of events across multiple Town of Caledon departments.

The Town of Caledon has seen dramatic growth, both internally at the Town, and externally in the community, over the last decade. With this growth, the Events Framework will provide the base for the Town to make strategic decisions that will help continue to grow our events portfolio and continue to support the community's demand for various types of public event initiatives and engagement opportunities.

## Methodology of Research

A variety of cross-functional methodologies were used to engage various Town of Caledon stakeholders throughout the different phases of the Event Framework project. These methodologies helped to establish the below Framework and provide the best recommendations.

These methodologies included:

- Stakeholder Interviews with various Town of Caledon staff including Recreation and Culture, Mayor's Office, and Service Caledon.
- Community engagement with community event organizers and Council members.
- Review of the draft Parks and Recreation Strategy.
- Analysis of the Illuminate Caledon Report completed by 880 Cities.
- Feedback from all members of the Caledon Events Advisory Team (CEAT).
- Benchmarking against other local municipalities.

Below is an overview of each of the methodologies and their key findings.

### Stakeholder Interviews

The Stakeholder Interviews methodology included various in-person interviews with different Town stakeholders to gain a better understanding of each team's unique working relationship with one another, the types of events each team has been leading, and how each team interacts with the community.

The purpose of the Stakeholder Interviews was to:

- Identify existing processes, event plans, documents, resources and calendars that each department uses in their day-to-day work.
- Identify event categories and types of events that align best with the work each department is focused on.

- Identify cross-over between work and where synergies may exist between different Town departments.
- Identify current pain points, gaps in process, or challenges that are faced by lack of resources.
- Identify and understand working relationships between different Town departments, external stakeholders, and community event organizers/members.

The key findings from the Stakeholder Interviews were:

- With the growth of both the Town of Caledon and the community over the past decade, there is a lot of opportunity for new event types that The Town has never previously offered to the community.
- There is an opportunity to create consistency and synergies across the various Town departments to create efficiencies in how the teams work together and support one another (ie. master calendar for all Town events and ensuring CEAT (Caledon Events Advisory Team) is being properly utilized by all event organizers).
- There is a need for structure in how the Town's departments make decisions when it relates to resourcing, new events, and increased requests for support from the community.
- Challenges have been experienced across all teams with how to handle last-minute requests for new events from the community.
- There is a gap in promotion of marketing of Tourism initiatives and local Community Events through the Town of Caledon's channels.
- There is a gap in process and long-term strategic planning when it relates to partnerships and sponsorships for Town events.
- There is a need to clearly identify the types of events the Town hosts in a post-COVID-19 world, where there have been a variety of changes in the demands from the community.

## **Community Engagement**

In December 2023, the Recreation and Culture Team deployed two mentimeter surveys to two groups to solicit feedback on current event planning practices and processes. These surveys went out to all community event organizers who host annual events on Town property and all current Council members.

The purpose of the Community Engagement surveys was to:

- Identify the biggest challenges that community event organizers face throughout the planning process.
- Identify types of event planning resources that the Town could provide to assist event organizers in planning safer and better community events.

- An opportunity to share feedback on the new Caledon Events Advisory Team (CEAT) process.
- Identify any new event types that the residents of Caledon may be interested in.

The key findings from the Community Engagement surveys were:

- There is a need for a one stop shop events portal page on the Town of Caledon’s website where all event information, guidelines, and checklists are accessible for all community event organizers.
- There is a need for event guidelines and checklists to help event organizers understand municipal and regional requirements.
- The CEAT team has been highly effective in assisting event organizers since launch in October 2022 with streamlining the event permitting process and understanding requirements more easily.
- There is a need for increased event promotion online through Town social channels and increased connection with community groups to understand plans for the year ahead.

## **Illuminate Caledon Report**

The Illuminate Caledon Report was produced in partnership between the Town of Caledon and 880 Cities to begin an introductory cultural placemaking campaign aimed at better understanding what makes Caledon a great place to work, live, and play for Caledon residents. The Illuminate Caledon project highlighted the strengths and opportunities related to the state of culture in Caledon and focused on outlining the areas in which the Town can work towards supporting our community to ensure that residents and members of our community feel represented, respected and reflected in our public spaces, programming and decision making.

The purpose of the Illuminate Caledon Report was to:

- Identify the existing cultural assets that make Caledon an amazing place to live, work, and play.
- Recognize how economic development and cultural placemaking can be intertwined in strategy.
- Ensure that investment in parks, amenities, public spaces, and programs are more culturally responsive and inclusive.
- Become a leader in strategic cultural placemaking.
- Highlight the areas where the Town of Caledon needs to focus to create more inclusive spaces and programming.

The key findings of the Illuminate Caledon Report were:

- Caledon residents are looking for more culturally diverse and culturally responsive programming.
- Caledon residents want vibrant multi-generational places for gathering in every neighborhood.
- Caledon residents want places and programs that foster social connections across various generations and cultures.
- Caledon residents want the Town to expand events beyond Anglo-Canadian-Christian holidays.

## **Parks and Recreation Strategy – Draft Report**

The Parks and Recreation Strategy Visioning Report was a first draft of the findings from the research phases conducted in early 2023.

The purpose of the Visioning Report was to:

- Provide a summary on the Parks and Recreation strategy which will guide the provision of the Town’s parks, facilities, and recreation services.
- Provide a draft mission and guiding principles for the future and long-range goals that will guide decision-making on policy, planning, operations, resources, and funding over the next 10 years.
- Provide an overview of each of the strategy phases completed to date (background review, community and stakeholder engagement, and analysis and visioning).

The key findings from the Visioning Report were:

- The most commonly selected options of types of events respondents want to see are fairs/markets (39%), performing arts such as music festivals (33%), and outdoor activity days such as a family snowshoe race (28%).
- The Town provides events that reach the whole community, while community groups typically provide smaller, neighborhood-focused events.
- There is a need for an outdoor event space that could accommodate up to 10,000 people with event specific amenities such as washrooms, lighting, emergency access points, staging, fencing, etc.

## **CEAT Feedback Survey**

The Caledon Events Advisory Team (CEAT) has been operating since October 2022. A feedback survey was deployed to the members involved in the committee in August 2023 to gain their feedback.

The purpose of the feedback survey was to:

- Determine what aspects of the CEAT process were operating successfully.

- Determine what aspects of the CEAT process could be improved or changed to create more efficiencies.
- Determine where there are gaps in event plans and how the committee can better support all community events.

The key findings from the feedback survey were:

- Monthly meetings cadence has been the perfect frequency to ensure the committee can debrief past events and address upcoming events issues promptly.
- CEAT has greatly improved cross-departmental communication and increased accountability across various departments when supporting third-party events.
- The CEAT smartsheet may need to be further simplified to keep the process clean and easy to understand for CEAT members, as the overall smartsheet may feel overwhelming.
- The CEAT committee has done a great job of capturing and flagging events that may originally not have been defined as a CEAT event.
- There is an opportunity to update the Rental and Events Application Form since the CEAT committee has been in operation for a full calendar year. There are ways to improve our data intake and ask better questions to our event organizers.

## **Benchmarking against Ontario Municipalities**

The Town of Caledon is a member of the Network of Municipal Event Planners (NMEP) comprising of event planners from across the province who share resources and meet quarterly to discuss current business practices and challenges. The Town of Caledon's Events Team is continuously benchmarking against other municipalities in Ontario to stay on top of trends, learn from other event planners, and adopt best practices in the industry. The Town of Caledon Events Team is a member of the Network of Municipal Event Planners (NMEP) and Festivals and Events Ontario (FEO).

The Town of Caledon's Events Team conducted two benchmarking activities in 2023:

### *1. Sponsorship*

The purpose of benchmarking for Sponsorship was:

- Learn best practices from fellow municipal event planners for best approaches, strategies and processes for securing sponsorship for municipal events.
- Determine the best staff structure and resourcing that has allowed municipalities to excel in their sponsorship strategy.

The key findings from the benchmarking activity were:

- The greatest success has been found in having a centralized sponsorship unit for the entire municipality. This centralized unit removes the silos of different

departments reaching out to the same companies for sponsorship, creates synergies between multiple departments, and also provides opportunity for the municipality to be more strategic with their sponsorship asks.

- Each department in the municipality that requires sponsorship is considered a client of the centralized sponsorship unit, with all sponsorship contracts and relationships filtering through the centralized unit.
- A centralized sponsorship unit also ensures the relationship with the sponsor can continue to grow and foster with one central point of contact.

## 2. *Permitting of Private Events*

The purpose of benchmarking for Permitting of Private Events was:

- Gain an understanding of best practices from other Ontario municipalities regarding their involvement in permitting, approving, and regulating private events that do not take place on Town/City property.
- Determine if there are any types of private events that the Town of Caledon should be involved in permitting.

The key findings from the benchmarking activity were:

- Majority of municipalities in Ontario do not get involved with events on private property through their CEAT equivalent committees.
- Majority of municipalities in Ontario only require public community events that are hosted on Town/City property to be permitted, approved, and regulated through their CEAT equivalent committees.



## Framework Recommendations

In response to the feedback received and the gaps identified through the various methodologies outlined above, the recommendations below have been developed as part of this Events Framework.

For the purpose of this Events Framework, this project defines a 'Community Event' and 'Event' as free, open to anyone in the community to attend, and no registration or costs are required.

- Recommendation #1: Development of event categories
- Recommendation #2: Continue the Caledon Events Advisory Team (CEAT)
- Recommendation #3: Develop a process for Town participation requests
- Recommendation #4: Revamp of the Town volunteer recognition and awards program
- Recommendation #5: Develop a process for reviewing new event requests and internal annual events
- Recommendation #6: Centralized Town of Caledon sponsorship unit
- Recommendation #7: Develop of a vendor and performer database
- Recommendation #8: Tracking and chargeback of in-kind support
- Recommendation #9: Proposed changes to the Town's event marketing strategy

## **Recommendation #1: Development of Event Categories**

The Events Framework classifies events within the Town of Caledon into three main categories:

- 1) **Town Led Events** – defined as community events organized, planned, and paid for by Town resources. These events are fully funded by the Town and are led and implemented by Town staff.
  
- 2) **Town Supported Events** – defined as community events organized and planned by third-party community members, organizations, or resident groups. Both events types are hosted on Town property and are supported by the Caledon Events Advisory Team to assist with permitting and approvals.

There are two types of Town Supported Events:

- a. **Partnership Funded Events** – defined as events organized and planned by third-party event organizers where the Town partners on the event through the aid of resources and/or financial support.
  - b. **Third-Party Funded Events** – defined as events organized and planned by third-party event organizers that are fully funded by the third-party event organizer.
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- 3) **Rentals/Independent Events** – defined as events that are ‘invitation only’.

## Town Led Events

Town Led Events are broken down into six sub-categories, each which are identified below. A RACI (Responsible, Accountable, Consulted, Informed) matrix will be completed as part of the Events Framework Appendix for each sub-category of events to clearly establish roles of each department within the Town.

Below is a list of each sub-category:

- 1) Programs/Services
- 2) Neighbourhood Events
- 3) Corporate Events
- 4) Dates of Significance
- 5) Town Festivals and Special Events
- 6) Council Events

### *Sub-Category #1: Programs/Services*

Programs/Services are defined as one-time enrollment programs available to Caledon residents on a single-date. These programs may sometimes include a fee to participate. These programs are not considered an event and are out of scope for this project.

Programs Services are led by the Community Programs Team, Recreation and Culture.

Type	Event	Date	Frequency
One-Time Enrollment Programs or Free Drop Ins	Family Day	Holiday in February	Annual – one day
	Easter/Spring	Week prior to and of Easter weekend	Annual – one to two weekends
	June is Recreation Month	Month-long initiative in June	Annual – one month
	Halloween	End of October	Annual – one to two weekends
	Skate and Swims	Any date throughout the year	Any date through the year – typically on holidays such as March Break or Winter Break
	Christmas/Holidays (ie. Milk and Cookies Program)	December	Annual – one month

*Sub-Category #2: Neighborhood Events*

Neighborhood Events are events that focus on engagement or an activation in a specific village or are related to a Town department’s strategic goals for that calendar year. There is no cost to participate in the below Neighborhood Events.

Neighborhood Events are led by the Coordinator, Events and Volunteers, Recreation and Culture, and often include a partnership with other Town departments.

The Energy and Environment department lead all environmental events, such as Community Clean Ups, Community Tree Plantings, Earth Hour, Waste Reduction Week, Circular Economy Month, and Earth Day initiatives.

<b>Type</b>	<b>Event</b>	<b>Date</b>	<b>Frequency</b>
Seasonal Events	Movies in the Park	June - October	Various Friday dates throughout
	Music in the Park	July and August	Every Thursday for 2 months
	Community Clean Ups	Various dates	Various dates – multiple each year
	Community Tree Plantings	Various dates	Various dates – multiple each year
	Farmers Markets	Various dates	Various dates – multiple each year
Annual Events	Earth Day	April	Annual – one date

*Sub-Category #3: Corporate Events*

Corporate Events are large scale events that are geared towards specific demographics and groups within the Caledon Community. These events are often related to a specialized area of the Town of Caledon’s Strategic Vision.

Corporate Events are led by the Coordinator, Events and supported by different departments across the Town, depending on the scale and impact of the event. All Corporate Events except for Sports Hall of Fame are free to the public and do not include any cost of participation.

Summits and Expos are led by the subject matter expert for that event type (ie. Age-Friendly Coordinator leads the International Day of Older Person’s expo). There is no cost to participate in summits and expos.

The nomination and selection programs for Walk of Fame and Caledon Civic Awards Program are completed by an external Special Purpose Committee. The process is led by the Clerk’s Office, including call out for nominations. The Events Team in Recreation and Culture leads the logistical planning for the event where the nominees are recognized.

<b>Type</b>	<b>Event</b>	<b>Date</b>	<b>Frequency</b>
Annual Events	Sports Hall of Fame	January	Annual – one date
	Volunteer Appreciation Event	April	Annual – one date
	Senior of the Year Award	June	Annual – one date
	Caledon Civic Awards Program	June	Annual – as part of Caledon Day
	Remembrance Day	November	Annual – multiple dates in November
	Summits and Expos (ie. International Day of Older Persons – Oct 1)	Various dates	Various dates – multiple each year
	Grand Openings and Ribbon Cuttings for Town assets	Various dates	Various dates – multiple each year
Term of Council	Walk of Fame	September	Once every 4 years
	Inauguration (Logistics)	November	Once very 4 years

*Sub-Category #4: Dates of Significance*

Dates of Significance events are large scale events that are tied to a specific calendar date/holiday that are focused on a wider reach across all of Caledon. These events also typically are connected to Diversity and Inclusions initiatives and goals.

Dates of Significance events are led by the Community Development Liaison and Project Manager, Community Projects. The Events Coordinators and Events Programmer provide logistics support, where needed. Dates of Significance events are free to the public and do not include any cost to participate.

These events are often in partnership with the Inclusion, Diversity, Equity, and Accessibility (IDEA) Caledon team.

<b>Type</b>	<b>Event</b>	<b>Date</b>	<b>Frequency</b>
Annual Events	Black History Month	February	Annual – various dates in February
	Pride	June	Annual – various dates in June
	Truth and Reconciliation	September	Annual – one time
	Ontario Culture Days	September / October	Annual – various dates in a 3-week period each year

*Sub-Category #5: Town Festivals and Special Events*

Town Festivals and Special Events are large scale events that are geared towards bringing together the entire Caledon community. These events are not focused on villages/hamlets and are instead focused on a wider reach across all of Caledon.

The Caledon Council Community Golf Tournament includes a fee to participate as a golfer. All other Town Festivals and Special Events are free to the public and do not include any cost to participate.

Town Festivals and Special Events are led by the Coordinator, Events and supported by different departments across the Town, depending on the scale and impact of the event.

<b>Type</b>	<b>Event</b>	<b>Date</b>	<b>Frequency</b>
Annual Events	Winterfest	January	Annual – one date
	Caledon Day	June	Annual – one date
	Caledon Council Community Golf Tournament (Onsite support)	September	Annual – one date
	Creative Arts Festival	September (Ontario Culture Days)	Annual – one date
	Diwali	October / November	Annual – one date

*Sub-Category #6: Council Events*

Council Events are initiatives related to the Mayor and Council Office, and often include Councillors and the Mayor to play a role within the strategy and development of the event.

The Caledon Council Community Golf Tournament includes a fee to participate as a golfer. All other Council Events are free to the public and do not include a cost to participate.

Council Events are led by the Mayor and Council Office. The Business Investment & Attraction team also provides support for the planning of the events below when there is a connection to local businesses.

<b>Type</b>	<b>Event</b>	<b>Date</b>	<b>Frequency</b>
Annual Events	Ribbon Cuttings for local businesses (in partnership with Ec Dev)	Various dates	Various dates – multiple per year
	Mayor’s Business Lunch / Breakfast	Various dates	Various dates – multiple each year
	Flag Raisings	Various dates	Various dates – multiple each year
	Caledon Council Community Golf Tournament (Fundraising and Logistics)	September	Annual – one date
	Councillor Led Community Events	Various dates	Various dates – multiple each year



## Town Supported Events

Town Supported Events are broken down into two sub-categories, each which are identified below:

- 1) **Partnership Funded Events** – defined as events organized and planned by third-party event organizers where the Town partners on the event through the aid of resources and/or financial support. Any partnership events that take place on Town property will follow the Caledon Events Advisory Team (CEAT) process.

Partnership Events include events that receive financial support through the below streams:

- a. *Funding through Municipal, Agriculture, and Community (MACG) Grant or the Caledon Community Charity Golf Tournament (CCCGT) Secondary Grant*

The Town of Caledon’s Municipal, Agricultural, and Community Grant (MACG) Program is intended to support organizations with goals and objectives that support the Council Work Plan. This grant program application opens every year in the fall.

The Town of Caledon’s Community Charity Golf Tournament (CCCGT) Secondary Grant Program is intended to support projects that provide services for Caledon residents and are unique opportunities to showcase the Town of Caledon.

- b. *Funding through partnership with the Recreation and Culture team*

Examples of organizations or events that receive funding through partnership with the Recreation and Culture team are:

- i. Bolton Business Improvement Association (Bolton BIA) who organize events in the Bolton downtown core
- ii. Caledon East Holiday Tree Lighting event

- 2) **Third-Party Funded Events** – defined as events organized and planned by third-party event organizers that are fully funded by the third-party event organizer. Any third-party events that take place on Town property will follow the Caledon Events Advisory Team (CEAT) process.

Below is a chart which outlines the three types of events and their funding impacts:

	<b>Town Led</b>	<b>Partnership Funded</b>	<b>Third-Party Funded</b>
<b>Organized By</b>	Town staff	Led by third-party event organizer, may include Town staff support with planning	Third-party external event organizer
<b>Funded By</b>	Town budget	Co-funded through MACG, CCCGT, or partnership with Recreation and Culture	Third-party external event organizer
<b>Town Staff Role</b>	Lead/own event	Partner with external event organizer and review of event through CEAT process	Review of event through CEAT process
<b>Examples of Events</b>	<ul style="list-style-type: none"> <li>• Caledon Day*</li> <li>• Caledon Creative Arts Festival*</li> </ul> <p>*These are the current titles of the event</p>	<ul style="list-style-type: none"> <li>• Midnight Madness (Bolton BIA)</li> <li>• Christmas in The Valley (Bolton BIA)</li> <li>• Caledon East Tree Lighting</li> <li>• Bike The Creek</li> </ul>	<ul style="list-style-type: none"> <li>• Jack Ride cycling event</li> <li>• Ride for Mackenzie Health cycling event</li> </ul>

## **Recommendation #2: Continue the Caledon Events Advisory Team**

The Events Framework identifies the current success of the Caledon Events Advisory Team (CEAT) committee and recommends that the Town of Caledon continues to leverage this committee to approve and permit safe and successful events in Caledon. Below is an overview of the background of CEAT and recommendations for how to continue improving the CEAT process.

### *Background of CEAT*

The CEAT committee is an advisory body to existing and new event organizers and offers support in areas of municipal services, properties, regulations, and permitting. The CEAT committee is a centralized unit that is customer service focused and determines the appropriate action for responses to issue and concerns relating to public events in Caledon. The goal of the CEAT committee is to ensure all events on Town property in Caledon are safe and successful for Caledon residents.

The CEAT committee is led by the Corporate Events Team in Community Supports, and membership is comprised of representatives from each of the following departments:

- a. Recreation and Culture
- b. Fire and Emergency Services
- c. Service Caledon
- d. Building
- e. Municipal Law Enforcement
- f. Mayor and Council Office
- g. Legislative Services
- h. Operations
- i. Finance
- j. Purchasing and Risk Management
- k. Ontario Provincial Police (OPP)

The role of each member of CEAT is to actively participate in reviewing, providing feedback, approving, and permitting various aspects of public community events. Each CEAT member is responsible for attending the monthly CEAT meeting, responding to inquiries related to their department through CEAT, and maintaining the CEAT Smartsheet to be up to date.

The CEAT committee has been operating since October of 2022 and has completed over a full calendar year of events. The process of CEAT has helped to improve internal communication between departments, increase accountability for event requirements, eased the planning process on the event organizer of trying to navigate the required permits, and allowed Town departments to be more proactive in identifying and solving issues related to public events.

The CEAT committee utilizes the Smartsheet software to manage the approval, permitting, and feedback process related to all CEAT events. This CEAT Smartsheet

will allow the committee to capture historical data and reference year-over-year feedback for annual events.

The CEAT committee has both Internal and External clients. Below is the definition of each:

- 1) **Internal Client** – a department/division of the Corporation of the Town of Caledon who is planning a Town led public community event, on Town property.
- 2) **External Client** – a third-party event organizer (resident, organization, committee) who is planning a public community event on, Town property.

#### *Recommendations for the future of CEAT*

A Standard Operating Procedure will be created as an Appendix to the Event Framework to clearly identify the role of each CEAT member, the types of events that need to be approved through CEAT, and the processes involved with CEAT. It is recommended that all events, whether internal or external, that meet the definition of a Community Event or Event outlined above be put through the CEAT process. This includes various events in the above six sub-categories which will be identified as “CEAT required” in the calendar of events Appendix attachment.

The Events Framework also recommends that the CEAT Event Coordinators develop a deeper ‘consultant’ role for repeat organizations that are planning large (5000+ event attendance) public community events. This would involve the Coordinator of Events to attend regular meetings with the organization and provide the organization with event planning best practices and recommendations. This recommendation is currently outside the scope of the current Events Team’s capacity and would require an additional Coordinator headcount on the team to be able to accommodate this level of support for third-party event organizers.

The events planned by the Bolton BIA (Cinco de Mayo, Midnight Madness, October-fest, and Christmas in the Valley) would be examples of these large public community events that would benefit from this deeper consultant role through greater Town partnership.

In the future, it is recommended that the Town of Caledon look to implement a Block Party Program which would be part of the CEAT committee event roster and involve a formalized process to allow residents to host Block Parties on their residential streets.

### **Recommendation #3: Develop a Process for Town Participation Requests**

The Events Framework recommends that The Town of Caledon receives participation requests from third party event organizers and groups through the below two avenues.

The process for requesting both of the below services from the Town of Caledon would be for a community member / resident to complete an online request form on the Town's website that would be sent to [events@caledon.ca](mailto:events@caledon.ca). The Events Team facility will monitor the inbox and will forward the request to either the Supervisor, Community Supports and Events or the Supervisor, Community Programs depending on the nature of the request.

#### **1) Garden Games and Activities**

Third-party event organizers can request for Town representatives to attend their Community Event and provide Garden Games and Activities to their event attendees. The purpose of these activities is to provide engaging and fun activations onsite for Caledon residents (facilitated by Events Team). In addition, schools can request for Town representatives to attend their school events or open houses to run an activity/programming for the children in attendance (facilitated by Programs Team).

The request may be approved or denied based on available Town of Caledon staff resources for the event date and time.

#### **2) Information Booths**

Third-party event organizers can request Town representatives to attend their Community Event and provide an Information Booth to provide information about Town Services to the community. In addition, schools can request Town representatives to attend their school events, open houses, or job fairs to provide an information booth from the Town.

There are four types of Information Booths that are available:

- a. Tourism Information Booth
- b. Recreation Information Booth
- c. Age-Friendly Caledon Information Booth
- d. Welcome Wagon/Service Caledon Booth

The request may be approved or denied based on available Town of Caledon staff resources for the event date and time.

#### **Recommendation #4: Revamp of the Town Volunteer Recognition and Awards Program**

The Events Framework recommends a restructuring of the Town Volunteer Recognition and Awards Program. Previously, the Town of Caledon hosted a formal Community Recognition Night awards program that has existed in Caledon since 2005. This awards program included nominations from the community for various award categories, a selection committee reviewing applications, and a formal awards dinner hosted during National Volunteer Week in April each year. This is currently the only “volunteer” recognition that the Town offers and there currently is no internal appreciation event for Town volunteers to be recognized.

The Events Framework recommends implementing the proposed below event initiatives to ensure the appreciation and awards programs align with the community’s growth and Town’s strategic goals:

- 1. Establish a newly created annual Volunteer Appreciation Event for Town volunteers*

Organize a casual appreciation event to take place during National Volunteer Week each year in April to recognize and thank all current volunteers at the Town of Caledon. All current and active volunteers at the Town are invited to participate in this appreciation initiative.

- 2. Revamp the Community Recognition Night awards to a newly structured Caledon Civic Awards Program*

The Events Framework recommends the creation of an external Special Purpose Committee that will review nominations and select award winners for the Caledon Civic Awards Program and the Walk of Fame Program. The logistics of the nomination process will be led by the Town of Caledon’s Clerks’ Office. The nominations for the awards program will open in the fall each year and close in the beginning of January. The selection and review process will be completed by early spring. Award winners will be recognized each year on the main stage at Caledon Day, the Town’s largest annual and highest profile event. The Events Team will work closely with the Clerk’s Office to execute the awards program on Caledon Day.

### **Recommendation #5: Review of New and Existing Events**

The Events Framework recommends implementing a formal request form for adding additional events into any of the above sub-categories. A 'New Event Request Form' will be created as an Appendix to the Framework and will be used as an intake form for new event requests.

The 'New Event Request Form' will be forwarded to the Manager of the department that leads the sub-category (Recreation and Culture or the Mayor's Office). The Manager will review the request and it is up to their discretion to approve or delay the request to the following calendar year depending on workload, available budget, staff resources, and other planned events.

In addition, the Events Framework also recommends that all departments involved in the Events Framework (Recreation and Culture and the Mayor's Office) meet in the summer every year as part of the strategic planning process for the year ahead prior to budget deadlines. In this annual meeting, all departments will work on creating the calendar of events for the upcoming year. This meeting will be used as a platform to review any existing events that require Town of Caledon resources, evaluate their success, and determine whether each event should continue for the upcoming year.

### **Recommendation #6: Centralized Town of Caledon Sponsorship Unit**

The Events Framework recommends that the Town of Caledon establish and develop a centralized sponsorship unit that will manage all sponsorship opportunities across the Town of Caledon. The Framework recommends that this headcount of a Coordinator, Sponsorships be added to the Recreation and Culture team in Community and Human Services.

The Coordinator, Sponsorships would manage all sponsorship relationships and opportunities across the Town of Caledon. The Coordinator, Sponsorships would have internal clients at the Town that would submit sponsorship requests for the upcoming calendar year through a formalized process. The Coordinator, Sponsorships would then work with the Manager, Recreation and Culture, and the Commissioner, Community and Human Services, to identify the goals for the year ahead and establish priorities for funds.

All sponsorship and corporate relationships would be managed and held by the Coordinator, Sponsorships. By centralizing to a central sponsorship unit, synergies will be created between departments for sponsorship opportunities, reduce duplication of outreach efforts and wasted staff resources, and better improve the quality of relationships with sponsors/businesses in the community.

### **Recommendation #7: Development of a Vendor and Performer Database**

The Events Framework recommends that The Town of Caledon develops a Vendor and Performer Database. This Vendor and Performer Database will serve as a one-stop shop for all Town departments and community groups to access local performers, artisan vendors, food trucks, service vendors, and more.

Currently, during the planning phase of each event, the event organizers are issuing vendor applications on an ad hoc basis and trying to recruit vendors for each individual event. This is a very time-consuming process and requires a lot of resources to review the applications each time. By establishing a Vendor and Performer Database, the Town will be able to streamline this process to only complete the review process once per application through a single intake form for vendors and performers. Once the vendor or performer is approved and vetted, their application information will live in the database and can be utilized for any upcoming event. This database will be continuously evolving as more vendors apply and will be open year-round for submission.

The Vendor and Performer Database will be managed by the Events Team within Recreation and Culture and will be available to be accessed by all Town employees for their events. The Town can also share database information with Caledon Community Groups and Associations who plan community public events.

### **Recommendation #8 Tracking of In-Kind Support**

The Events Framework recommends that the Town of Caledon develops a formalized tracking system for tracking monetary value of in-kind support provided to community event organizers.

The Town of Caledon works to remove financial barriers for community event organizers for initiatives that align with Caledon's Strategic Plan 2023-2035. These financial barriers may include fees for road closures, room rental fees, fees related to event amenities such as barricades, and many other event related costs. The Town of Caledon continues to support community event organizers through in-kind support of these resources through Partnership Events, as noted above in Recommendation #1. It is recommended that a formalized tracking system be created to quantify yearly the amount of in-kind support offered to community event organizers for public events.



## **Recommendation #9: Proposed Changes to the Town’s Event Marketing Strategy**

The Events Framework identified many gaps in the Town of Caledon’s current strategy to marketing and communicating events to residents and community members. The Events Framework recommends the below changes:

1. Establish an Events portal page on the Town of Caledon website. This page should be a one-stop shop for all types of events at the Town – both Town led and Community led. This Events portal page would include:
  - a. Event planning resources, guidelines, links to helpful information, insurance information, and more
  - b. Town of Caledon standards for community public events, such as security guard standards and regulations
  - c. Rental and Events Application form
  - d. A concise and clean calendar of events – both internal and external
2. Establish a centralized communication tool for Events through the creation of [events@caledon.ca](mailto:events@caledon.ca) email address.
  - a. This email address will be utilized for all corporate communications relating to Town events
  - b. Any CEAT events on the Rental and Events Application form will be sent to this email address, to help streamline staff processing times for applications
  - c. Any application forms related to Town events, such as the Vendor and Performer database, will be sent to this email address
3. Establish a social media and promotion framework for community events. This framework will outline the guidelines and protocol for how the Town of Caledon can promote third-party public events in the community on Town social channels.

Appendix:

Appendix (to be developed)

- Master calendar of events schedule
- RACI for all Town Led events
- SOP for CEAT
- New Event Request Form
- Town support request form
- Vendor and Performer Database
- Financial tracking system for in-kind support