



Town of Bradford West Gwillimbury Events Strategy

Final Report: August 9, 2024

expedition

MANAGEMENT CONSULTING

August 9, 2024

Nicholas Warman
 Manager, Recreation & Client Services
 Town of Bradford West Gwillimbury
 125 Simcoe Road, PO Box 160
 Bradford, ON L3Z 2AB

Dear Mr. Warman,

Please find enclosed the Town of Bradford West Gwillimbury Events Strategy. It was a pleasure working with the Project Steering Committee to develop this important report. We look forward to hearing about your successes in implementation.

If you have any questions or require clarification on the attached report, please feel free to contact me at 780.266.7888.

Sincerely,



Justin Rousseau, Managing Director
 Expedition Management Consulting Ltd.



Photo Credit: Town of Bradford West Gwillimbury





Photo Credit: Town of Bradford West Gwillimbury

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Executive Summary





Photo Credit: Town of Bradford West Gwillimbury

Executive Summary

The purpose of this plan is to set the future direction for the planning and delivery of community events in Bradford West Gwillimbury (BWG). Community events are cherished by residents in the community. They are a place where the community comes to connect, celebrate and rejuvenate. The Town of BWG directly provides some of the biggest events in the community including Carrot Fest, Canada Day, Pumpkin Fest, and others. Carrot Fest is the community's largest event attracting many thousands of attendees every year. This event has been voted in the Top 100 Events in Ontario for more than a decade.¹

The Challenge

The organizational structure supporting community events is not sufficient to accommodate the level of event delivery that is now becoming the norm. This has resulted in significant stress placed upon municipal staff. This situation is compounded by rising costs, increased expectations for more programming, rapid population growth, unclear roles, a lack of strategic planning relating to events, and a lack of resources allocated to the delivery of events. The current situation is not sustainable and if left unchecked, there is a risk of staff burnout, low resident satisfaction or even greater risks to safety, infrastructure, and the environment.

The Opportunity

This plan puts forward a sustainability framework with six pillars as described next.

Sustainability Framework

1. Add an Event Programmer/Facilitator

The plan recommends adding an Event Programmer/Facilitator to help the Town deliver its events, secure non-municipal revenue sources, help community organizations develop and deliver events, and attract new event producers to BWG.

2. Encourage Event Delivery from Community Organizations

Moving forward, it is the intention of this strategy for the Town of BWG to share the responsibility for event delivery with community organizations. This would enable the Town to move toward more of a partnership model in the future and expand the level of involvement from other organizations.

3. Evaluate Which Events BWG Will Invest In

Evaluate each event (and the elements of each event) to determine whether it is meeting the core outcomes identified in this strategy. Through this evaluation process, it is expected there will be opportunities to reduce, remove, or expand event programming depending on community needs.

4. Increase Municipal Investment in Event Production

In order to respond to rising costs associated with event production, the Town should consider increasing its annual investment. Furthermore, there should be a codified method of ensuring annual funding keeps up with rising costs of inflation.

5. Increase Event Revenues

Develop and execute a revenue development plan that will lead to increased earned revenue during event delivery and increased grants and sponsorships. Earned revenue opportunities include increases to admissions, vending, commissions, or other forms of innovative revenue generation.

6. Improve Evaluation Processes and Reporting

The plan recommends that on an ongoing basis, Town administration should evaluate the return on investment (ROI) of existing events from a social, economic, and environmental perspective. This information should be shared with Town Council, the community, and partners. This will help improve event delivery and bolster a case for future investment.



Photo Credit: Town of Bradford West Gwillimbury

Vision for the Future

The plan outlines a future vision for community event delivery as described below:

“By 2034, there will be community-wide engagement in the delivery of sustainable, diverse, and immersive events that celebrate the uniqueness of the community and enhance the quality of life of residents.”

Action Plan

The action plan in the strategy outlines two main focus areas including Organizational Sustainability and Event Delivery Enhancements. Under these focus areas there are 14 initiatives and 51 supporting action items. Action items were formulated based on input from the community, findings from the consultant assessment, results of the comparative analysis, and best practices. Completing the action plan will drive Bradford West Gwillimbury towards its vision for community events.

Next Steps

Implementing the strategy will require collaboration, proactive planning, and investment. It is important to note that action items can be phased in over time to lessen the burden placed upon the Town and its partners in any one year. Implementing the direction provided in this document will assist the Town in building a sustainable event delivery system that can support the community's growth and evolving needs.



1

Project Overview





Photo Credit: Town of Bradford West Gwillimbury

Introduction

Community events significantly enhance the quality of life for residents of Bradford West Gwillimbury (BWG) and the community has expressed strong demand for events. As the community experiences rapid population growth, it is important for the Town to balance this expansion with sustainable event delivery. For these reasons, the Town has proactively developed an Events Strategy to ensure the continuation of high-quality community events. The strategy will provide guidance to the Town of BWG in making decisions that best meet the needs of its growing community.

“

“The Pumpkin Fest this year was great! There are cool activities for little kids and exciting vendors to check out.”

– Survey Respondent

Process

The Town of BWG Events Strategy process had five, interconnected phases, as described next.



Project Team

The Project Steering Committee was established to oversee the project, provide input, and give feedback on the overall direction of the strategy. The strategy was developed by Expedition Management Consulting.

Project Team	
Organization	Representatives
Town of Bradford West Gwillimbury	Terry Foran – Director of Community Services Nicholas Warman – Manager of Recreation & Client Services Bethany Kuboniwa – Leisure Events & Marketing Supervisor Tasha Bain – Leisure Events & Marketing Programmer
Expedition Management Consulting Ltd.	Justin Rousseau – Managing Director Maxwell Harrison – Senior Associate Cassandra Gilmore – Associate Breanna Hives – Graphic Designer



Overview of Research

A variety of primary and secondary research activities were conducted to develop this report. Primary research was gathered through a community survey, community input workshops, interviews with Town Council, staff, and comparable communities, a staff input workshop, and a community tour. Secondary research consisted of a review of key internal, regional, provincial, and national documents, trends research, and benchmarking research.

1. Surveys Administered

- a. Community Survey (647 responses)

2. Meetings Conducted:

- a. Project Steering Committee Meetings
Dates: October 5, October 24, and November 23, 2023, and February 28, April 9, May 7, June 10, July 16, 2024.
- b. In-Person Community Tour
Date: January 23, 2024
- c. Community Input Workshops
Dates: January 25th and February 1st, 2024
- d. Staff Input Workshop
Date: January 24, 2024
- e. Draft Strategy Presentation to Council
Date: June 4, 2024

3. Stakeholders Engaged (through workshops, interviews, and/or survey):

19 different stakeholder groups participated in the engagement process. The following groups chose to participate:

- | | |
|--|---|
| 1. Bradford Diversity Action Group | 11. DXC |
| 2. Bradford Farmer's Market | 12. Holland Marsh Growers |
| 3. Bradford Lions Club | 13. J.E. Drinkwalters Homestead Recipes |
| 4. Bradford Party and Event Rentals | 14. Maryposa Events |
| 5. Bradford West Gwillimbury Initiative | 15. Schooley Mitchel |
| 6. Bradford Women's + Group | 16. Tecumseth and West Gwillimbury Historical Society |
| 7. Canadian Mental Health Association York Region and South Simcoe | 17. The Learning House |
| 8. Cara Lea Entertainment & Events | 18. Town of Bradford West Gwillimbury Councillors |
| 9. Corey Quinlan Insurance Agency | 19. Town of Bradford West Gwillimbury Staff |
| 10. County of Simcoe | |

4. Documents Reviewed

- a. Strategies, plans, and other documents from the Town of Bradford West Gwillimbury.
- b. Reports, statistics, surveys, and planning documents.
- c. Research and plans from provincial and national sources.

“

“The New Year event at the leisure centre was amazing. It's nice to live in an area where the municipality cares about its community and residents.”

– Survey Respondent

2

Why Invest in Community Events?



There are many social, economic, and environmental benefits to be gained by investing in community events. The following describes these benefits.

Social Benefits



Improved Health and Well-Being

Events promote improved health and well-being for individuals and the community as a whole.^{2,3}



Education and Awareness

Events can serve as platforms for educating the community on various issues, such as health, safety, or environmental sustainability.



Community Cohesion

Events bring people together, fostering a sense of belonging and unity within the community.



Volunteerism and Civic Engagement

Community Events often rely on volunteers, promoting a culture of civic engagement and giving back to the community.



Connection and Socialization

Events provide opportunities for people to meet and interact with others they might not encounter in their daily lives, facilitating new friendships and connections.



Community Pride

Events can be a significant source of pride for communities.⁴



Cultural Exchange

Events often celebrate the diversity of a community, allowing for the sharing of different cultural traditions, foods, music, and art.

“

“I always love attending Canada Day with my Family. It has great family friendly activities.”

– Survey Respondent

Economic Benefits



Local Business Support

Events can boost the local economy by increasing demand for goods and services, such as restaurants, shops, and accommodation. This can serve to enhance business retention and attraction.



Job Creation and Sustenance

New event-related jobs are created, and existing jobs are sustained.



Promotion of Local Products

Businesses can leverage events to increase awareness of their products and services through sponsorship and advertising opportunities.



Increased Tourism

Events draw visitors to the community, whose spending has a high multiplier effect.



Increased Resources for Governments

Increased economic activity can lead to increased resources for governments through taxation and service charges.

Environmental Benefits



Enhanced Value

Emotional connections are forged through events that provide enhanced value to built and natural environments.



Preservation and Revitalization

Events can contribute to the preservation and revitalization of built and natural environments.



Promotion of Sustainable Practices

Community events are embracing eco-friendly practices, such as reducing waste, recycling, using renewable energy sources, and promoting public transportation and carpooling.



Community Beautification

Events often involve beautification efforts, such as planting trees, flowers, or cleaning up litter, which contribute to a cleaner and more aesthetically pleasing community environment.

“

My favourite event is always Music in the Park. The kids love to sing and dance in the field and it's super relaxing with more than enough space for a family to find a good spot on the grass.”

– Survey Respondent

3

Analysis



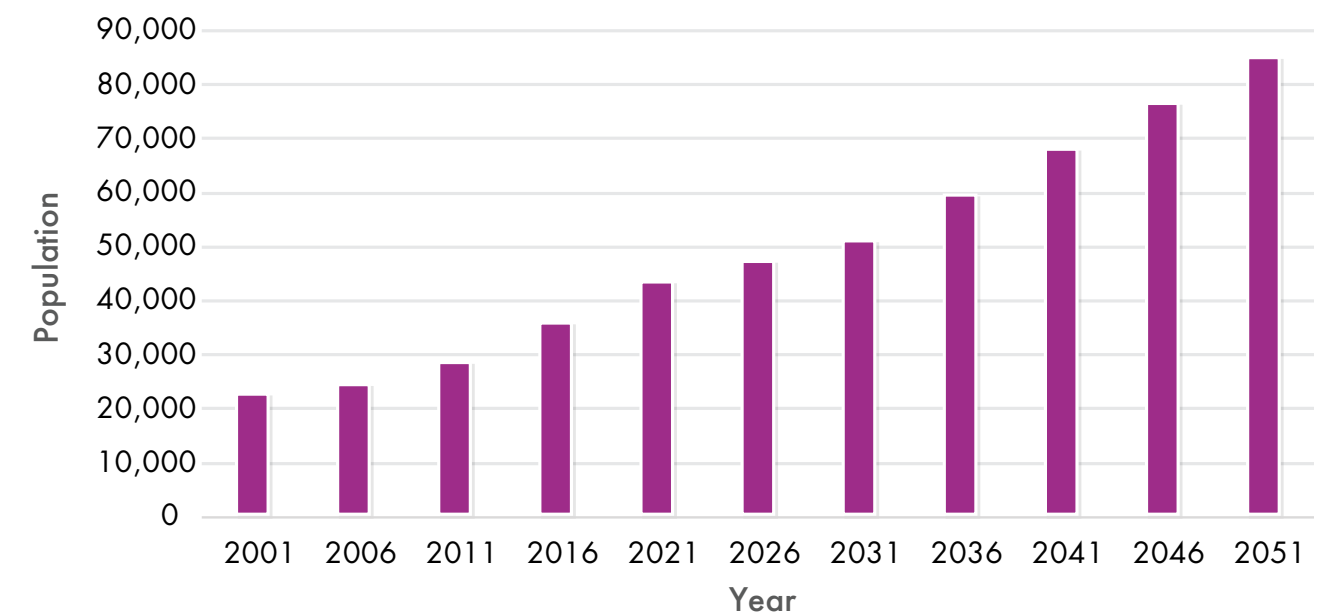
Community Overview

The Town of Bradford West Gwillimbury has evolved from a small village into a municipality encompassing both urban and rural areas since incorporation in 1857. It has a thriving agricultural sector with the Holland Marsh being a cornerstone of Canada's vegetable industry.⁵ The community's rich agricultural heritage is showcased through well known events, such as Carrot Fest and Pumpkin Fest.⁶ BWG is situated in the Anishinabek Nation, which is home to the Ojibwe, Odawa, and Pottawatomi Nations. These nations are collectively known as the Three Fires Confederacy. The Huron-Wendat, Chippewa and Haudenosaunee have also walked these lands.⁷

As of 2021, the population of BWG was 42,880 people.⁸ In the past 25 years, BWG has more than doubled in population size. BWG is facing significant growth pressures, and its growth trajectory is anticipated to bring both challenges and opportunities. Figure 1 illustrates the historical and projected population growth within BWG. With aggressive growth targets in place, it is estimated that by 2031 there will be 50,500 residents, and by 2051 the population will grow to 84,370.^{9,10}

In 2021, children aged 0 to 14 represented 21% of the total population, which is higher than the provincial average of 16%. The working age population (ages 15-64) represented 66% of the total population, which is in line with the provincial average of 66%. The senior population (65 and over) represented 13% of the total population, which is lower than the provincial average of 19%. Visible minority groups accounted for 31% of the town's total population. In terms of visible minority groups, South Asian represented 9% of the town's total population, West Asian represented 4%, and Latin American represented 3.8%.¹¹ BWG has a median household income of \$93,254, which is significantly higher than the provincial average of \$74,287.¹²

Figure 1. Historical Population and Projected Growth in BWG



“

“We moved here from a larger city last year and our first event was Carrot Fest. We have enjoyed the small town feel and meeting new neighbours.”

– Survey Respondent

SWOT Analysis

A high-level analysis of BWG's strengths, weaknesses, opportunities, and threats (SWOT) as they relate to community events was completed to support the strategic planning process. The key findings from this analysis are provided next.

Strengths

- The Town has an established portfolio of events that are well received by participants.
- Attendance at events is strong.
- The Town's events team is performing at a high level and delivering excellent quality events for the community to enjoy.
- The community has a rich agricultural heritage and growing cultural diversity.
- The community has an interesting mix of urban and rural areas.
- BWG is a safe, clean, and desirable community.

Weaknesses

- The municipality is struggling to keep pace with rising inflation and the corresponding rising costs of event production.
- Lack of role clarity and strategic direction related to events.
- Community facilities were not designed to host large events. Lack of parking is a significant challenge.
- There is no single point of contact at the Town to handle event requests.

Opportunities

- Responding to growing demand for community events.
- Strengthening collaborative partnerships between the Town, event sponsors, and community groups.
- Expanding the delivery of and support for events from community organizations.
- Considering the needs of events when planning and developing future community infrastructure.
- Engaging volunteers to a greater extent and energizing them to host events.
- Maximizing the economic, social, and environmental benefits that events can generate for the community.

Threats

- Continued population growth may put further strain on event services and infrastructure.
- Aging volunteer base and potential for volunteer burnout.
- Exceeding the carrying capacity of the community for events.
- Potential politicization of community events (e.g. protests).
- Risks associated with mass gatherings (e.g. terrorism, pandemics, uncontrolled crowds).
- Some events can carry significant economic and reputational risk.

Event Offering Analysis

A variety of Town-run and externally delivered events are hosted annually in BWG. The busiest event period is from May to August, with events running nearly every week. There may be opportunity in the fall, winter, and spring to offer additional events. The Town does not currently offer events in March or September.¹³ The following lists identify the main community events that are offered in BWG.

Town-Run Events

- Canada Day
- Carrot Fest
- Community Clean Up
- Family First Night
- Hockey Day in BWG
- Mayor's New Year's Levee
- Multicultural Day
- Music in the Park
- National Indigenous People's Day
- Outdoor Movies
- Pumpkin Fest
- Santa Claus Parade
- Snow Much Fun
- Touch a Truck
- Trails Day
- Volunteer Appreciation
- Youth Movie Night

Externally Delivered Events

- Marsh Mash (with town support)
- Sports tournaments
- Farmers markets
- Fundraisers
- Multicultural festivals
- Arts and culture performances
- Business meetings

“

"I love attending Pumpkin Fest and the Santa Claus Parade. My children love the performances and activities provided at these events."

– Survey Respondent

Spotlight on Carrot Fest¹⁴

BWG celebrates their rich agricultural heritage through signature events such as Carrot Fest. This event is delivered by the Town, and it began in 1998. The event continues to grow in attendance levels each year and has been voted in the Top 100 Events in Ontario by Festivals & Events Ontario for more than a decade.



Spotlight on Marsh Mash¹⁵

Established in 1979, this unique paddling race through the canal is the 4th oldest Marathon Canoe Race in Ontario. There are a variety of race options from 5km to 24km bringing together paddlers from across the province. This event has attracted Olympic paddlers like Adam Van Koeverden who competed in the Marsh Mash in 2013. The race is delivered by the Town and is authorized by the Ontario Marathon Canoe Kayak Racing Association to be a world team qualifier event.



Spotlight on Santa Claus Parade¹⁶

This is a family friendly event that brings together the local community celebrating the holiday spirit with a variety of parade floats. The parade attracts thousands of spectators annually, travels 2km through downtown streets and is a holiday favourite.





Photo Credit: Town of Bradford West Gwillimbury

Event Venue Analysis

Events in BWG are hosted throughout the community in both indoor facilities and outdoor spaces. Notable indoor venues include the BWG Leisure Centre, Bradford & District Memorial Community Centre, and the Bond Head Community Centre. Notable outdoor venues include Campus Lawn, Henderson Memorial Park, Downtown Bradford (Holland Street), and other park spaces in the municipality.

Infrastructure Gaps

None of BWG's event venues were originally designed to host large community events. This is leading to capacity issues, particularly during the community's largest events. For example, Pumpkin Fest (2023) had more than twice as many vehicles arrive than there was room to accommodate. This detracted from eventgoers' experiences and caused safety hazards as vehicles were parked in ditches, nearby fields, and other non-parking areas.¹⁷ BWG's outdoor venues do not have a permanent stage, which means that mobile stages must be used to support events that include performances. This causes an additional drain on staff time and resources to help with set up and tear down. Sport fields are currently being used to host events, which causes increased wear and tear on the facilities. BWG also lacks a large indoor space that can host events with upwards of 1,000 attendees, as well as indoor performing arts spaces (e.g. theatres). These infrastructure gaps will limit the capacity of the community to grow its existing events and add new large events.

BWG's event venues were not originally designed to host large community events. Infrastructure gaps will limit the capacity of the community to grow its existing events and add new large events.

New Infrastructure Plans

The Town of BWG is moving forward with development and planning initiatives that will enhance its inventory of event venues, and therefore the community's capacity to host events. These include finishing a redevelopment of the Campus Lawn, adding a stage and gathering space to a local park, completing Phase 2 of the Henderson Park development, redeveloping the outdoor areas surrounding the Bradford Community Centre (see Figure 2 for the preferred concept plan), and constructing a new 142,000 square foot facility, which is anticipated to include a new Town Hall, indoor performance space, multipurpose double gymnasium, six multipurpose community rooms, and several outdoor amenities that could be leveraged to host events.¹⁸ Construction is anticipated to begin in 2025 and be completed by the end of 2026.¹⁹

Bradford Bypass

The Ontario Ministry of Transportation is moving forward with planning and development work on the proposed Bradford Bypass. This will be a new 16.3 km controlled access freeway that will extend from Highway 400 between 8th line and 9th line in BWG. As per the latest planning documents, a full interchange is planned for Sideroad 10. The location of this interchange will reduce the amount of space available to expand Henderson Park, will likely lead to increased traffic and therefore reduced accessibility to the park, and could serve to somewhat disconnect the park from the rest of the community. These factors should be taken into consideration during planning for future events hosted at Henderson Park.

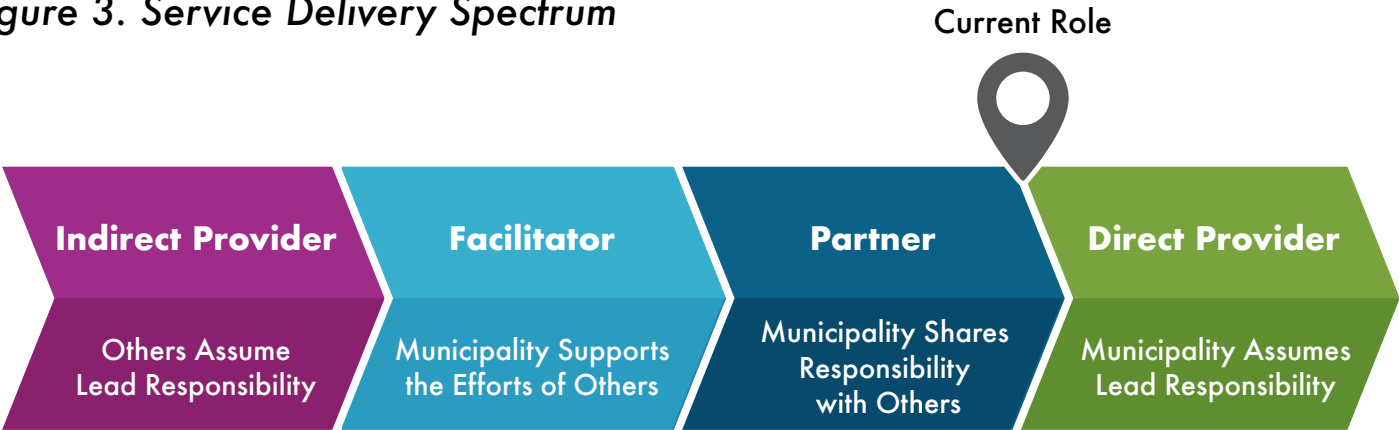
Figure 2. Preferred Concept Plan for the Bradford Community Centre Campus



Service Delivery Model Analysis

Figure 3 describes the current role of the municipality along a continuum of service delivery. At the present time, the Town of BWG’s approach is best described as a mix between Direct Provider and Partner. The Town of BWG directly plans, produces, and delivers a variety of community events throughout the year. The community’s largest events are all delivered by Town staff (e.g. Carrot Fest, Canada Day, etc.). External organizations, such as community groups and businesses, also deliver smaller scale events that add to the overall community event offering.

Figure 3. Service Delivery Spectrum



To support event delivery, the Town employs two staff members (i.e. Leisure Events & Marketing Supervisor and Leisure Events & Marketing Programmer). These two positions are overseen by the Manager of Recreation & Client Services in the Recreation Division of the Community Services Department. The majority of their work is dedicated to event planning and delivery; however, they also provide marketing support to the Town’s recreation services. Specifically, these staff are responsible for the design, development, coordination, supervision, administration and implementation of municipal cultural programs, events and marketing/promotion portfolio for Leisure Services, including organizing, recruiting volunteers, advertising, promotion, execution and evaluation of cultural programs and events.²⁰ These staff members also plan and deliver events for Town staff (e.g. holiday parties, appreciation/award events, etc.). In total, the Town dedicates 2.0 FTE towards event delivery (see Figure 4).

Figure 4. Town of BWG Event Staff FTE Calculation

Position	FTE Allocated for Events
Manager of Recreation & Client Services	0.15
Leisure Events & Marketing Supervisor	1.0
Leisure Events & Marketing Programmer	0.5
Summer Student	0.35
TOTAL	2.0

Staff from other municipal departments also contribute time and resources toward event delivery. Foremost among these are parks staff who help with event set ups/tear downs, attend events to deal with issues that may arise, and clean up after events. Other staff who contribute toward event delivery include Fire and Emergency Services, Transportation, Enforcement, Parks & Property, Leisure Facilities, Compliance, and Legal.

The current portfolio of Town-delivered events is straining Town staff. At the present time, there is limited staff capacity to add new events or expand existing events.

Carrot Fest takes 336 hours of work from Parks staff to deliver. This impacts the staff’s ability to complete their other duties during a busy time of year for them.



Photo Credit: Town of Bradford West Gwillimbury

Comparative Benchmarking Analysis

A comparative benchmarking analysis of communities similar to Bradford West Gwillimbury was conducted in order to provide a reference point for the current level of event service provision.

Communities were chosen as comparators if they met at least three of the following criteria:



The municipality is located in southern Ontario.



The municipality's population was at least 40,000 in 2021.



The municipality includes both urban and rural areas.



The municipality is located within 100km of the Greater Toronto Area.

The communities of Whitchurch Stouffville, Aurora, and Newmarket were chosen as comparators. Interviews were conducted with event staff from each comparator to collect information. Figure 5 provides a summary of comparative benchmarks. Key findings include:

- › BWG offers a similar number of municipally run events to its comparators.
- › BWG is below comparative benchmarks for municipal event staff. Town staff are delivering 9 events per FTE, whereas comparators are delivering 4.5 events per FTE on average.
- › BWG is also below comparative benchmarks for event revenues, event expenses (these figures include staffing costs), and net investment (tax support). BWG's per capita tax support for events is \$8.76, which is below the comparator average of \$14.01.

Figure 5. Benchmarking Information

Municipality	BWG	Comparator Average	Whitchurch Stouffville	Aurora	Newmarket
Population (2021)	42,880	66,621	49,864	62,057	87,942
Number of Events Delivered by Municipal Staff*	18	22.3	22	23	22
Municipal Event Staff (FTE)**	2	5.2	5.5	4***	6
Ratio of Staff to Events Delivered	1:9	1:4.5	1:4	1:5.8	1:3.7
Event Revenues****	\$147,500	\$350,350	\$407,500	\$293,200	Not supplied
Event Expenses****	\$523,268	\$1,135,639	\$1,093,080	\$1,178,197	Not supplied
Net Investment (Tax Support)	\$375,768	\$785,289	\$685,580	\$884,997	Not supplied
Per Capita Tax Support	\$8.76	\$14.01	\$13.75	\$14.74	N/A

*Communities included in this analysis have a similar event delivery structure and comparable program delivery in terms of the number and types of events.

**FTE stands for Full Time Equivalent.

***It is likely the City utilizes additional contract resources.

****Financial information was sourced by Town of BWG staff.

Strategic Alignment Analysis

The concepts identified in this document are aligned with the strategic elements used to plan other aspects of services and infrastructure within the Town of BWG. The strategic alignment analysis was utilized as one indicator to justify future initiatives. For an expanded discussion on these strategies and the Town's relevant policy documents, see Appendix B.

- Leisure Services Master Plan (2023)
- Economic Development Strategy (2023)
- Town of Bradford West Gwillimbury Official Plan (2021)
- Town of Bradford West Gwillimbury Diversity and Inclusiveness Action Plan (2020)
- Bradford West Gwillimbury Cultural Master Plan (2018)



Photo Credit: Town of Bradford West Gwillimbury



Photo Credit: Town of Bradford West Gwillimbury

Tourism Linkages

Many of the local events that are enjoyed by BWG residents also attract visitors. These visitors support the local economy through their spending. It is important to note that visitor spending is “new” money that circulates throughout the local economy, multiplying its benefits. Here is an illustration:

A family travels to BWG to partake in the annual Carrot Fest. They purchase products from event vendors, stay in a local accommodation, and purchase food from local restaurants and grocery stores. This is the “direct” impact of their spending: local businesses receive money from visitor spending.

As a result of this spending, the businesses offering these services are able to make a profit and hire more staff. This “indirect” impact of visitor spending produces a multiplying effect as an economic driver by increasing wages, salaries, and profits. Also, as more visitors come to the community, more work is generated in the supply chain, as wholesalers, food and beverage suppliers, event planners, retailers, manufacturers, etc., are called upon to meet customers’ demands.

The new employees hired by businesses now have money to spend on clothes, food, transportation, entertainment and to pay taxes. This is the “induced” impact of visitor spending. The ripple or spillover effects of this induced impact are felt as income, and taxes are spent throughout the province on housing, education, transportation, infrastructure, energy, communication, health care and other personal expenditures.

The end result is that visitor dollars circulate throughout the economy, amplifying their impact along the way, resulting in enhanced support for community building and economic well-being.

If implemented and managed thoughtfully, tourism generated through events can serve help to enhance the wide ranging benefits BWG receives from its events. There is growing demand for agritourism events as people are curious about rural heritage, nostalgia, close-to-home gateways, and exposure to country lifestyles.²¹ The Holland Marsh presents an opportunity to boost tourism, particularly for those interested in agriculture and ecotourism. Known as “The Heart of the Canadian Vegetable Industry”, the Marsh has some of Canada’s most fertile land. It serves as a market garden not only for Ontario but also for international markets, producing a diverse array of vegetables.^{22,23} BWG is also well-positioned geographically to attract visitors from many nearby regions, including but not limited to Barrie, Aurora, Vaughan, Brampton, Mississauga, and Toronto, which has an international airport service approximately one hour from BWG by road.²⁴ Tourism can enhance existing signature events, create new event opportunities, as well as increase resident support for events, spirit, and quality of life.

Summary of Community Engagement

Input from residents, stakeholders, Town Council, and Town Staff was gathered from January 8th to February 5th, 2024. Engagement activities included an online community survey, digital input workshops with residents, event stakeholders, and Town staff, and interviews with event stakeholders and Town Council. In total, the engagement process produced 680 touchpoints.

Key Findings

The following provides a summary of the key findings from the engagement process. To view the expanded engagement results, please see Appendix C.

- 62% of survey respondents “strongly agreed” or “agreed” that opportunities to participate in events are important to their quality of life. This indicates a strong appreciation for community events in BWG.
- Survey respondents indicated a high level of satisfaction with annual Town-run events. Satisfaction with community-run events was lower than with Town-run events, but the majority were still satisfied.
- The main barriers to attending events reported by survey respondents included being unaware of events, the timing of events, overcrowded events, and not being interested in the events offered.
- Respondents to the survey identified introducing new events, improving marketing and promotions of events, and reducing the potential negative impacts of events as the top areas of focus they would like to see for the strategy.
- In terms of the types of events BWG should focus on in the future, respondents identified family-friendly events (66%), arts, culture, music, and performance events (52%), food and beverage events (50%), and holiday/seasonal events (48%) most often.
- Businesses and organizations reported the top benefits they receive from community events as being advertising and promotional opportunities, increased exposure for their business, increased revenue, opportunities to provide services/products to events, and sponsorship opportunities.
- There is demand from residents and event stakeholders for a single point of contact at the Town related to events.
- When asked what assistance and/or resources would help them organize events, participants requested bigger and better venues, advertising/promotional support, and funding support, most often.



Photo Credit: Town of Bradford West Gwillimbury

4

Framework for Sustainability





Photo Credit: Town of Bradford West Gwillimbury

Why Change?

BWG directly delivers a wide variety of events year-round. Residents love this service offering and are highly engaged in ongoing Town-planned events. The organizational structure, however, is not sufficient to accommodate the level of event delivery that is now becoming the norm. This has resulted in significant stress placed upon municipal staff. This situation is compounded by rising costs, increased expectations for more programming, rapid population growth, unclear roles, a lack of strategic planning relating to events, and a lack of resources allocated to the delivery of events. The current situation is not sustainable and if left unchecked, there is a risk of staff burnout, low resident satisfaction or even greater risks to safety, infrastructure, and the environment.



The Current Situation is Not Sustainable
and if left unchecked, there is a risk of staff burnout, low resident satisfaction or even greater risks to safety, infrastructure, and the environment.

In order to work towards sustainability, BWG should examine how events will be delivered in the future and what investment it will make toward event development. It should be clear about what involvement the municipality should take in the future, what role stakeholders will take, and make informed choices that result in the highest social, economic, and environmental return on investment.

There is now a valuable opportunity to implement strategic actions that will ensure community events continue to be a much-loved municipal service offering without causing too much stress on the organization. This section describes a series of recommended actions that will help BWG events flourish in the future.



Photo Credit: Town of Bradford West Gwillimbury

1. Add an Event Programmer/Facilitator

In order to fully implement this strategy, it will be important for the Town to add additional human resources either through the establishment of new positions or through contracted resources. The following position is recommended to be added in the short term.

Event Programmer/Facilitator (1 FTE)

In order for the Town to sustainably deliver its current events, prepare for future growth, and encourage event delivery from the community, an Event Programmer/Facilitator should be added to the staff team. The main role of this position will be to help the Town plan, execute, and evaluate events delivered by the municipality. The position will also be responsible for securing non-municipal revenues to support event development (e.g. grants, sponsorships, advertising, etc.), helping community organizations develop and deliver their own events, and attracting new event producers to BWG that could help enhance programming at existing events or deliver completely new events. It is envisioned that this position will provide a “one-door-in” approach and single point of contact at the Town for event development in the community. The position will be expected to act in a consultative role with community organizations helping to build their capacity. It is important that this position builds strong relationships with event partners both within the community and outside the community. It will play an important strategic role, ensuring the right partnerships are made at the right time so that the community is well positioned to respond to growing demand for events.

Potential Future Positions for Consideration

As the population of BWG grows and demand for events increases, additional human resources may be required to assist the Town. The following positions are put forward for future consideration. These staff could be phased in over a period of time or hired on as contract/term positions in order to mitigate operational impacts.

Event Marketing and Revenue Generation Specialist

This position would primarily be responsible for developing and implementing marketing plans for Town-run events. Other key deliverables of this position will be to develop and deliver a revenue development plan and to enhance evaluation and reporting functions related to events. There is a significant opportunity to reposition events in the eyes of residents, visitors, and partners and to translate that into enhanced services for the community and increased revenue. This position will play a central role in accomplishing that.

Administrative Assistant for Events

At the present time, administrative duties such as booking vendors, keeping records, and reporting falls on existing event programmers. This is not the best use of their time. Therefore, it would be appropriate to consider adding an administrative assistant. This position would help event programmers focus on completing high value tasks such as enhancing programming, driving revenue, and delivering high quality events.

New Direct Programming Staff

As the community grows and depending upon the level of participation of the community in terms of event delivery, there may be a case to add more direct programming staff in the future.

Responding to Future Growth

The above positions are suggested in order to respond to current demand as well as facilitate the strategic transition towards a more sustainable event framework. It is important that the Town evaluates staffing needs each year and strategically adds or changes positions to respond to population growth and other changing conditions.

Action Items

- 1.1 Add an Event Programmer/Facilitator.
- 1.2 Evaluate staffing needs each year and respond to population growth and the scope of municipal event service delivery.

Note Regarding the Corporate Reorganization Process

The Town of BWG is currently undertaking a corporate reorganization process that will result in changes to the Town's current organizational structure. Given that this work is ongoing and key decisions have yet to be made, implementation of the Event Strategy will need to consider the results of the reorganization process where appropriate.



Photo Credit: Town of Bradford West Gwillimbury

2. Encourage Event Delivery from Community Organizations

As described earlier, the Town should consider moving toward more of a partnership model in the future and expand the level of involvement from other organizations. For example, an organization may pitch the development of a major cultural event and offer to produce the event. In this case, the Town would determine if the event warrants investment in the form of operational grants, promotions, logistical planning, or other facilitative supports. Event production and delivery would be the responsibility of the community organization.

Another example of a partnership approach could be where the Town may identify a need for a new event that responds to resident demand. In the past, administration would work to develop that event and seek additional resources from Council to do so. In the future, the Town could decide to take a more facilitative role that may include identifying the core goals of the new event, the timing of that event, and the audience. The Town could then issue a Request for Proposal to organizations that would elicit responses to produce that event. In this scenario, the Town would then determine what level of municipal investment is warranted and what the roles of community organizations would be in terms of event production.

A core component of the partnership approach is to build the capacity of the community to deliver events. This can be done through collaboration, training, mentorship, and through the creation of tools that will assist event organizers. Community event delivery is a common model, and many municipalities are successful in implementing it to meet their community's event needs. BWG is already utilizing this model to some extent given the number and scope of externally delivered events currently offered.

Another way community event delivery can be encouraged is through implementing decentralized event approaches. This entails spreading out events geographically (i.e. by utilizing multiple locations) and over time (i.e. by running an event over multiple weekends or during the week). This can serve to reduce or mitigate the challenges associated with organizing and delivering large-scale events that happen over the course of only one or two days. Another benefit is that decentralized events can serve to spread event-related programming and activity more broadly throughout the community, while also extending the timeframe over which audiences can enjoy events.

It is important to note that while there may be cost savings associated with community event delivery, it does not clear the Town from incurring event-related costs. The reason for this is because the municipality may want to encourage certain types of events that have the greatest community benefit. In addition, the Town will always be faced with a certain amount of liability and risks related to events, even those that are delivered by community organizations. For this reason, the Town will want to ensure that all event producers it partners with are appropriately resourced and deliver to a high standard.

Note Regarding Town Delivered Events

The recommended approach of encouraging event delivery from community organizations does not mean the Town will stop leading the delivery of core events. The Town has a long history of delivering many great events in BWG, and it can continue doing so should it choose to do that.

Action Items

- 2.1 Consider increasing the size and funding available per applicant of the Community Grant Program to further support the development of community-run events.
- 2.2 Build capacity of the community to deliver events. This can be done through collaboration, training, mentorship, and through the creation of tools that will assist event organizers.
- 2.3 Encouraging the delivery of event programming to community organizations where practical.
- 2.4 Develop a calendar of events for the next five years that will identify the strategic introduction of events that respond to market demand.
- 2.5 Establish a Request for Proposal template that can be used to source event production services from community organizations when needed.
- 2.6 Host an annual Event Development Forum. The main purpose of the Forum would be to further engage community organizations by reporting on successes, describing upcoming initiatives, and providing opportunities for communication and collaboration in the events sector.
- 2.7 Consider implementing decentralized event approaches.
- 2.8 Work with local businesses and organizations to help them develop simple program elements that can readily be implemented to support broader community events.

3. Evaluate Which Events BWG Will Invest In

The Town should utilize a set of criteria to assist in determining which events merit investment under the strategy. Through this process, it is important to take a step back and think strategically about each event (and the elements of each event) to determine whether it is meeting the core outcomes identified in this strategy. Through this evaluation process, it is expected there will be opportunities to reduce, remove, or expand programming depending on community needs. There may also be opportunities to find efficiencies and/or secure partnerships that would reduce the resource requirements of the municipality.

Events should be evaluated to answer these questions:

1. What is the service?
2. Who benefits from the service?
3. Why should we offer this service?
4. How should the service be delivered and what cost is appropriate?

Some services will be deemed to have more social value than others and will warrant increased investment of public funds, while others may contribute more to overall cost recovery. We suggest that all existing events are evaluated in addition to all proposed new events. See Appendix D for a set of criteria that can be used in this evaluation process.

Action Items

- 3.1 Utilize a set of criteria to assist in determining which events merit investment under the strategy.

4. Increase Municipal Investment in Event Production

In recent years, there has been significant inflation in Canada's economy. Since 2019, the consumer price index (CPI) has grown by 18%.²⁵ In addition, the cost for many specialty goods and services, including those that support event delivery, have increased significantly more than general inflation. Over that same timeframe, the Town has only increased its investments toward producing events by 14%, yet event-related programming has increased significantly, including the addition of Outdoor Movies, Touch a Truck, and Volunteer Appreciation. Furthermore, BWG's tax support for production of events in 2023 was \$375,768. This represents an \$8.76 per capita investment. This is below the comparator average, which sits at \$14.01 per capita. Should BWG have an interest in meeting the comparator benchmark, it would need to consider investing \$5.25 per capita (or approximately \$225,120 per year, based on current population). There should also be a codified method put in place to ensure annual funding keeps up with rising costs of inflation.

Note Regarding Comparative Benchmarks

There can be significant variation in per capita tax support for events. This variation is driven by multiple factors, including, but not limited to, the importance the community places upon the provision of community events, the level of focus on revenue generation versus public access, use of contractors, extent of community-led delivery, and overall service delivery philosophy. Although comparative information can be a useful input, investment in community events is a decision each community makes based on their own circumstances and values.

Action Items

- 4.1 Increase funds to deliver events.
- 4.2 Implement a codified method of ensuring annual funding keeps up with rising costs of inflation.



Photo Credit: Town of Bradford West Gwillimbury

5. Increase Event Revenues

Through this strategy, it will be the goal moving forward that events increase earned revenue generated during event delivery. This may mean an increase in admissions, vending, commissions, or other forms of innovative revenue generation. The Town should also strive to increase event revenues through increased grants and sponsorships. It will be important to identify companies and organizations that identify with, or have branded themselves along similar lines to, BWG's event offering. The Town will be well-positioned to attract sponsorship from these groups.

Action Items

- 5.1 Develop and execute a revenue development plan that will increase earned revenues generated during event delivery and increase grants and sponsorships.
- 5.2 Develop business cases for existing and potential new sponsors to become further involved in Town-run events.
- 5.3 Review event vendor fees and adjust them as necessary to bring them in line with demand and standard market prices.

6. Improve Evaluation Processes and Reporting

Considerably more can be done to evaluate the return on investment (ROI) of existing events from a social, economic, and environmental perspective and share that with the community. At the present time, staff do a good job evaluating the success of events from an internal operational perspective. However, Town Council does not receive a regular dashboard that reports on the success of events. It is recommended that each event is evaluated, and a summary report is provided to Town Council as well as senior administration. This information will be an important input into future budget deliberations and decision-making related to events. It is expected that the results of these evaluations will help prove a case for investment in event services. These evaluations could also provide an important opportunity to evaluate what is working and not working and facilitate the reallocation of resources as appropriate. Furthermore, enhanced evaluation and reporting can help build a case for enhanced investment from sponsors and grant funding partners.

Action Items

- 6.1 Measure the social, economic, and environmental ROI of events (see performance measures included as part of the Implementation Plan).
- 6.2 Share ROI information with Town Council, management, senior administration, sponsors, and grant funding partners.
- 6.3 Continue conducting post-event surveys to collect data from participants. Consider expanding the questions to gather feedback on opportunities for improvement.
- 6.4 Conduct a community-wide survey on a two- or three-year cycle to gauge overall resident satisfaction with events in BWG.
- 6.5 Develop a valid approach to estimating event attendance and implement it consistently across all events in BWG.
- 6.6 Implement a measurement and reporting framework for all Town staff who contribute toward event planning and delivery so that the full amount of municipal human resource investment can be tracked.

5

Vision and Outcomes



Vision

Vision Statement

"By 2034, there will be community-wide engagement in the delivery of sustainable, diverse, and immersive events that celebrate the uniqueness of the community and enhance the quality of life of residents."

Outcomes

Outcome Statements (i.e. What will be different as a result of implementing this strategy?)

- The organizational and funding structure supporting community event delivery will be sustainable and able to meet future growth challenges.
- Meaningful partnerships and collaborations with community organizations will be in place resulting in enhanced event delivery and greater community engagement.
- There will be clarity of roles with the Town shifting to more of a partnership model for service delivery and community organizations becoming more involved in event production.
- The Town will be working effectively in building capacity in community groups to deliver high quality community events that respond to community needs.
- The Town will have consistently implemented a decision-making framework that clearly identifies what types of events the Town will invest in.
- The Town will have in place a multi-year calendar of distinct, well-attended, engaging, and diverse community events.
- Events will be accessible and diverse, contributing to the social needs of the community.
- Residents will report a high level of satisfaction with revitalized community events.



Photo Credit: Town of Bradford West Gwillimbury

6

Implementation Plan



Action Plan

The action plan is divided into sub-sections, which include:

Organizational Sustainability36
Event Delivery Enhancements.....38
Performance Measures41

Action items were formulated based on input from the community, findings from the consultant assessment, results of the comparative analysis, and best practices. Completing the action plan will drive Bradford West Gwillimbury towards its vision for community events.

Each action item has been assigned a suggested priority rating, estimated cost, and anticipated timeline for implementation.

Priority

High Priority	(H)
Medium Priority	(M)

Implementation Timeline

Short Term (S)	1 – 2 years
Medium Term (M)	3 – 5 years
Long Term (L)	6 – 10 years

Cost Criteria

Low Cost (L)	Less than \$10,000
Medium Cost (M)	\$10,000 - \$50,000
High Cost (H)	More than \$50,000

Quick Wins



A blue star indicates that an action item is a “Quick Win.” Quick wins are actions that can be implemented within a year or two, have a high probability of success and have relatively low cost.

Future Planning, Evaluation, and Reporting

A key component of the success of this strategy will be the evaluation of its initiatives. The action plan should be reviewed bi-annually, at which time priorities should be re-evaluated and a discussion of any variances should occur in reference to key performance indicators (KPI’s). If new projects are added (or old projects removed) as the plan progresses, this should be done by weighing the relative priority of all projects in the plan. The action plan should be updated on a yearly basis; therefore, the third quarter evaluation period will set the stage for the updated version of the plan. In the fourth quarter, the updated plan should be formalized, and a draft approved by the end of the year. It is further recommended that the entire strategy be updated in year five of implementation.

Implementation Considerations

The action plan identifies several initiatives and action items. Attempting to complete all of them concurrently will stretch the resources and limit the focus of the organization as it implements the plan. Therefore, it is recommended that implementation begin with the highest priority items.

It should be recognized that this strategy is a non-statutory plan whose purpose is to provide direction and guidance. Implementation may be impacted by a variety of factors, including Council priorities, available resources, and emerging opportunities/challenges.

1. Organizational Sustainability

Initiatives	Action Items	Priority	Timeline	Cost
A. Add an Event Programmer/Facilitator	1.A.1 Add an Event Programmer/Facilitator.	H	S	H
	1.A.2 Evaluate staffing needs each year and strategically add/remove positions to respond to population growth and the scope of municipal event service delivery.	M	Ongoing	TBD
B. Encourage Event Delivery from Community Organizations	1.B.1 Consider increasing the amount of funding available per applicant of the Community Grant Program to further support the development of community-run events.	M	S-M	L
	1.B.2 Build capacity of the community to deliver events through collaboration, training, mentorship, and through the creation of tools that will assist event organizers.	M	Ongoing	Staff Time/L-M
	1.B.3 Consider shifting the delivery of event programming to community organizations where practical.	H	Ongoing	N/A
	1.B.4 Develop a calendar of events for the next five years that will identify the strategic introduction of events that respond to market demand.	M	S	Staff Time
	1.B.5 Establish a Request for Proposal template that can be used to source event production services from community organizations when needed.	M	M	Staff Time
	1.B.6 Host an annual Event Development Forum.	M	M	Staff Time/L
	1.B.7 Consider implementing decentralized event approaches.	M	Ongoing	Staff Time
	1.B.8 Work with local businesses and organizations to help them develop simple program elements that can readily be implemented to support broader community events.	M	M	Staff Time
C. Evaluate Which Events BWG Will Invest In	1.C.1 Utilize a set of criteria to assist in determining which events merit investment under the strategy. See Appendix D for a set of criteria that can be used in this evaluation process.	H	S/Ongoing	L

Initiatives		Action Items	Priority	Timeline	Cost
D. Increase Municipal Investment in Event Production	1.D.1	Increase funds to deliver events.	H	S	H
	1.D.2	Implement a codified method of ensuring annual funding keeps up with rising costs of inflation.	M	S-M	TBD
E. Increase Event Revenues	1.E.1	Develop and execute a revenue development plan that will increase earned revenues generated during event delivery and increase grants and sponsorships.	H	S	Staff Time
	1.E.2	Develop business cases for existing and potential new sponsors to become further involved in Town-run events.	H	S	Staff Time
	1.E.3	Review event vendor fees and adjust them as necessary to bring them in line with demand and standard market prices.	H	S	Staff Time
F. Improve Evaluation Processes and Reporting	1.F.1	Measure the social, economic, and environmental ROI of events. The attached performance measures, and other measures as appropriate, can be used to benchmark year to year performance.	H	Ongoing	Staff Time/L
	1.F.2	Share ROI information with Town Council, management, senior administration, sponsors, and grant funding partners.	H	Ongoing	Staff Time
	1.F.3	Continue conducting post-event surveys to collect data from participants. Consider expanding the questions to gather feedback on opportunities for improvement.	M	Ongoing	Staff Time
	1.F.4	Conduct a community-wide survey on a two- or three-year cycle to gauge overall resident satisfaction with events in BWG.	M	Ongoing	Staff Time
	1.F.5	Develop a valid approach to estimating event attendance and implement it consistently across all events in BWG.	M	S-M	Staff Time
	1.F.6	Implement a measurement and reporting framework for all Town staff who contribute toward event planning and delivery so that the full amount of municipal human resource investment can be tracked.	M	M	Staff Time
G. Ongoing and Future Planning	1.G.1	In year 5 of implementation, conduct a formal review and update the Events Strategy. Make adjustments as necessary and chart a course for the next five years.	H	M	L-M/Staff Time
	1.G.2	Seek to involve Parks staff to a greater extent during the planning stages of events.	M	Ongoing	Staff Time

2. Event Delivery Enhancements

Initiatives	Action Items	Priority	Timeline	Cost
A. Single Point of Contact	2.A.1 Establish a single point of contact at the Town who will be responsible for handling event-related requests from event organizers and the community. It is recommended that the Event Programmer/Facilitator fulfills this role.	H	S	Staff Time
B. Enhance Event-related Marketing and Information	2.B.1 Invest in marketing to expand event-related advertising and promotional initiatives. Consider incorporating a mix of digital and hard copy channels into marketing plans to reach a broader audience.	H	S	L-M
	2.B.2 Develop an annual marketing plan for Town-run events.	M	S	Staff Time
	2.B.3 Encourage event organizers to post their event(s) to the Community Calendar. Consider offering an incentive to drive participation (e.g. fee waivers, reduced rental costs, etc.).	M	Ongoing	Staff Time/L
	2.B.4 Establish an event sponsorship and naming rights policy.	M	S-M	Staff Time
	2.B.5 Enhance the Town's website to make it more user friendly for event organizers. Enhancements could include: <ul style="list-style-type: none"> An Event Planner portal to take producers to relevant information and descriptions of why BWG is the ideal host for their event. An inventory of event venues with descriptions of key details (e.g. size, availability, rental costs, etc.). A description of local event services and supports (e.g. accommodations, catering, transportation, planning, etc.). An area to accept RFP's and descriptions of potential events. 	M	S-M	Staff Time
C. Event Programming Renewal	2.C.1 Set a goal to renew a certain percentage of event-related programming each year to ensure community events continue to excite and delight participants.	M	S-M	L-M
	2.C.2 Explore opportunities to enhance programming/activities at events that caters towards youth interests.	M	Ongoing	L-M

Initiatives	Action Items	Priority	Timeline	Cost
D. Address Parking Challenges and Enhance Transportation Options	2.C.3 Explore opportunities to increase the amount of arts and culture programming/activities at community events.	M	Ongoing	L-M
	2.C.4 Explore opportunities to further incorporate agricultural heritage and Town history into community events.	M	Ongoing	L-M
	2.C.5 Explore opportunities to increase the diversity of events hosted in BWG.	M	Ongoing	L-M
	2.D.1 Develop an event parking management policy. The policy should clearly identify the parking capacity of event venues throughout the community and requirements for event producers related to parking management.	H	S	Staff Time
	2.D.2 Allocate additional staff and/or volunteers to event parking areas to manage traffic flow and ensure vehicles are parked safely and efficiently.	H	S	Staff Time
	2.D.3 Explore opportunities to expand public transit and/or shuttle services to events. Consider offering incentives for attendees who take public transportation (e.g., free admission, food coupon, discounts at local businesses, etc.).	M	S-M	L-M
	2.D.4 Consider implementing more parking restrictions during events.	M	Ongoing	Staff Time
E. Enhance Community Infrastructure	2.E.1 Continue to implement current plans to expand and enhance event hosting infrastructure in the community.	H	S-L	H
	2.E.2 Ensure event hosting considerations are included in future municipal planning (e.g. land use planning, facility designs, transportation infrastructure, service level decisions). Particular attention should be given to integrating indoor and outdoor spaces as well as developing flexible, multipurpose spaces that can support a wide range of events and other uses.	H	Ongoing	Staff Time
	2.E.3 Consider adding enhanced event hosting spaces and amenities to the Bond Head Community Hall and Bud Brown Park as part of redeveloping the site, as recommended in the Leisure Services Master Plan (2023).	M	M-L	H
	2.E.4 Consider adding event hosting amenities to Luxury Park as part of the renewal of on site recreational infrastructure, as recommended in the Leisure Services Master Plan (2023).	M	M-L	L-H

Initiatives	Action Items	Priority	Timeline	Cost
	2.E.5 Consider including event hosting amenities as part of the planning for the future Bradford East Park.	M	M-L	L-H
	2.E.6 Consider developing an indoor facility that can accommodate large-scale events.	M	L	TBD
F. Volunteer Attraction, Development, and Retention	1.F.1 Enhance recruitment efforts of adult volunteers by implementing the following: <ul style="list-style-type: none"> Collaborate with businesses and community groups to establish a partnership where they can encourage their employees or members to volunteer. Utilize a variety of promotion channels to target adults, including social media, email campaigns, print materials, websites, community events, and local media. This may include regularly posting engaging content about volunteer stories, volunteer testimonials, and upcoming opportunities on social media platforms. 	M	S-M	Staff Time/L
	1.F.2 Implement strategies to retain and engage volunteers including: <ul style="list-style-type: none"> Continue hosting an annual volunteer appreciation event. Keep volunteers engaged after events through regular updates such as monthly newsletters and communicating additional volunteer opportunities. Offering incentives to long-term volunteers, including discounts on events/programs, certification courses, etc. During training sessions, ensure volunteers understand the importance of their role and how they contribute to the success of events. 	M	M	Staff Time/L
	1.F.3 Develop a Leaders in Training Program to encourage local youths to volunteer for events.	M	M	Staff Time
G. Strengthen Linkages to Tourism	2.G.1 Consider collaborating with the H.M. Growers Association to develop tourism-related events and/or programming that leverages the Holland Marsh and its strong connections to agriculture and agritourism.	M	M-L	M-H
	2.G.2 Consider engaging with Tourism Simcoe County to explore opportunities to expand tourism-related marketing related to BWG's events.	M	M-L	Staff Time
	2.G.3 Encourage event producers and local tourism stakeholders to develop pre, during, and post event experience packages to entice eventgoers to extend their stays and spending in BWG.	M	Ongoing	Staff Time

Performance Measures

18 Key performance indicators (KPI's) have been developed for the strategy. It is suggested that the KPI's are measured and evaluated on an annual basis.

Focus Area for Growth	KPI	Measurement Tool
1. Social	1.1 At least 80% resident satisfaction with community events.	Resident survey
	1.2 85% great rating with quality of event experiences.	Event survey
	1.3 10% of programming at each community event is refreshed each year.	Event survey
	1.4 Event programming is diverse enough to appeal to a broad range of ages and interests.	Program plans
	1.5 85% of event attendees report feeling socially enriched.	Event survey
	1.6 Positive social impacts reported by the local community related to events.	Resident survey
	1.7 New events complement, rather than compete, with existing events.	Event calendar
2. Economic	2.1 5% annual increase in event-related revenues.	Event budgets
	2.2 5% annual increase in business sales as a result of events.	Business survey
	2.3 5% annual increase in community-wide economic impacts.	Economic impact calculator
	2.4 5% annual growth in number of event attendees.	Attendance estimator tool
	2.5 Events are achieving cost recovery targets.	Event budgets
	2.6 Increased business engagement in events.	Business survey
3. Environmental	3.1 5% annual reduction in waste produced as a result of events.	Garbage collection
	3.2 5% annual increase in recycling of waste generated as a result of events.	Recycling audits, event survey
	3.3 Events do not negatively impact natural areas.	Event audit
	3.4 Events do not negatively impact infrastructure.	Event audit
	3.5 All event producers implement sustainability measures.	Event audit

7

Conclusion





Photo Credit: Town of Bradford West Gwillimbury

The Events Strategy provides a roadmap that will guide the Town of Bradford West Gwillimbury toward its vision of delivering sustainable, diverse, and immersive events that celebrate the community and enhance quality of life. Achieving this vision will require collaboration, proactive planning, and investment from the municipality, event producers, businesses, the volunteer sector, and residents. Through implementing this strategy, BWG will build a sustainable event delivery system that can support the community's growth and evolving needs.

Appendices

Appendix A – Event Venue Inventory

Indoor Event Hosting Facilities

1. BWG Leisure Centre

The BWG Leisure Centre spans 150,000 square feet. It has many facilities, including a twin NHL-size ice pad facility with 900 seats, a pool complex featuring 8 lanes with a 25-meter lap pool, a leisure pool, and a therapy pool, along with a double gymnasium.²⁶ The venue accommodates various event sizes with capacities of 180 persons for both the Blue Rink and Green Rink, 140 persons for the multipurpose room, and 30 persons for the activity room.²⁷

2. Bradford & District Memorial Community Centre

The Bradford and District Community Centre includes Don Harrison Auditorium with a rental capacity of 150 persons and an Arena Floor capable of accommodating 1,000 persons. The center serves as a venue for events such as the famous Carrot Fest.²⁸

3. Bob Fallis Sports Centre Arena

The arena offers a range of amenities including an NHL-sized rink, meeting rooms, a snack bar, and viewing areas. With a seating capacity of 543 it provides great space for spectators during practices, games, and tournaments hosted at the facility.²⁹

4. Bond Head Community Centre

This facility is located approximately a ten-minute drive outside of BWG. It has a capacity of 135 people, along with a kitchen, automatic external defibrillator (AED), liquor licence and stage.³⁰ With it being an older facility, accessibility is a concern at this venue. The main event hosted here is the Hockey Day event, which is also shared with the Bud Brown Park location.

5. Newton Robinson Hall

This facility is a meeting space that has a 90-person capacity, kitchen space and an AED on site.³¹



Photo Credits: Town of Bradford West Gwillimbury

Outdoor Event Hosting Facilities

1. Holland Street, Downtown Bradford

Downtown Bradford on Holland Street annually hosts Carrot Fest, with road closures in effect for two days. Operated by BWG, the event draws an estimated 50,000 attendees and offers vendor market space in addition to three free municipal parking lots on Drury Street, John Street West, and Barrie Street.³²

2. Campus Lawn

Campus Lawn is managed by the Town of BWG. It hosts various events from May to September, such as outdoor movies nights in the summer, and music in the park series which accommodates more than 100 attendees.³³ For events to be held at this facility, there is a special events proposal form with various rules to abide by. For example, events must be community-based and occur during the daytime as there is no lighting fixtures.³⁴

3. Henderson Memorial Park

Henderson Memorial Park is the venue for outdoor events such as Pumpkin Fest and offers various amenities, including playgrounds, sports courts, and trails among others. It offers a splash pad from June to September and has three fields that range from 230x330 feet to 500x360 feet in size.³⁵ An important consideration with this facility is limited parking space available, along with construction of the upcoming highway connector route that will impact a corner of this park.

4. Parks

The Town of BWG manages an additional ten parks including Bud Brown Park, Centennial Park, Dreamfields Park, Henderson Field, Henderson Memorial Park, Joe Magani Park, Taylor Park, Fuller Heights Park, Lions Park, and Luxury Park. There are over 100 acres of parks that residents can use year-round. BWG parks are also available for permitting select outdoor events; however, capacity is limited.³⁶



Photo Credits: Town of Bradford West Gwillimbury

Appendix B – Expanded Strategic Alignment Analysis

The following figure outlines the strategic alignment of the Events Strategy with municipal plans.

Figure 6. Strategic Alignment Summary

Bradford West Gwillimbury Cultural Master Plan (2018)³⁷

The objective of the plan is to provide guidance for planning and investment related to the library and cultural centre. The plan has the following actions related to cultural events:

- Develop a cultural brand and marketing strategy to broaden awareness of cultural resources in the Town.
- Deliver a Culture Days Program.
- Increase a Focus on Diversity and Intercultural Experiences in Current and Future Festivals and Events.
- Increase Regional Connections and Collaboration.
 - Events across various locations in the region could be coordinated under a unified theme and marketing program.
- Enable Community-Driven Cultural Events
- Develop a Plan to Grow Cultural Festivals, Events, and Activities
- Creative Minds Events
- Mentor Mash Event
- Addressing Cultural Facility Needs including outdoor festival and event spaces.

Economic Development Strategy (2023)³⁸

The purpose of this strategy is to outline a long-term vision that offers a framework for guiding BWG's future economic development and stewardship. Key points related to events include:

- More programs, services, and community spaces to host programs and events was identified as a weakness in the environmental scan.
- Event activity will be tracked and annual updates reported to council.

Town of Bradford West Gwillimbury Official Plan (2021)³⁹

The Official Plan provides a “policy framework for protecting natural resources and guiding the physical development of the Town.” An important consideration related to events includes:

- The need to expand existing public spaces and plazas to accommodate larger, more adaptable spaces for gatherings and events.

Leisure Services Master Plan (2023)⁴⁰

The Leisure Services Master Plan identifies parks and recreation needs, which will inform decisions to support investment and action plans over the next 10 years. Key considerations related to events include:

- Identified challenges include limited event spaces, onsite event infrastructure, funding, and the lack of a Special Events policy.
- Some aspects of event performance and evaluation have been completed. Enhancing these evaluations will enable Council with the quantified value of each event.
- The Bradford & District Community Centre remains one of the few viable locations for large-scale gatherings and events. It is justified to continue assessing the viability of maintaining the structure for existing uses.

Town of Bradford West Gwillimbury Diversity and Inclusiveness Action Plan (2020)⁴¹

The plan outlines several actions aimed at creating a better future for the town’s Black and racialized members. Key points related to services include:

- The town will engage with Black and racialized communities to determine and provide municipal programs and services that are affordable and meet the specific needs and preferences of these communities.

Appendix C – Expanded Engagement Results

Online Survey Results

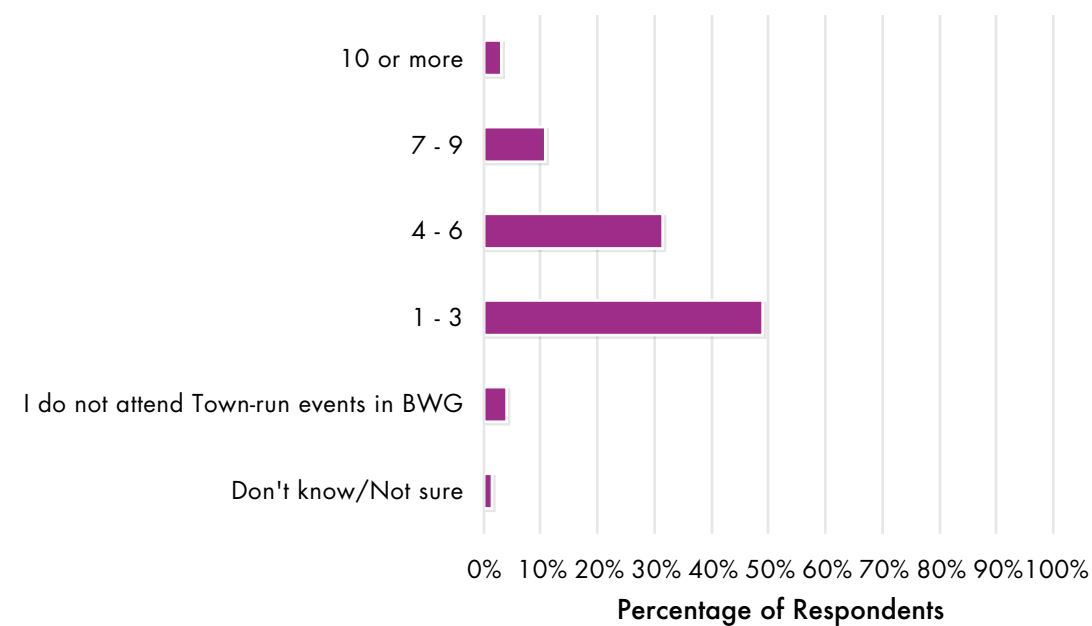
A survey collected input from residents, businesses/organizations, and government from January 8 to February 5, 2024. In total, 647 responses were received. 88% of respondents indicated they reside in the Town of Bradford West Gwillimbury, 7% said they reside in a neighbouring municipality, 2% of respondents were businesses/organizations, 1% of respondents were from government, and 2% were other. The following summarizes the input received.

Residents

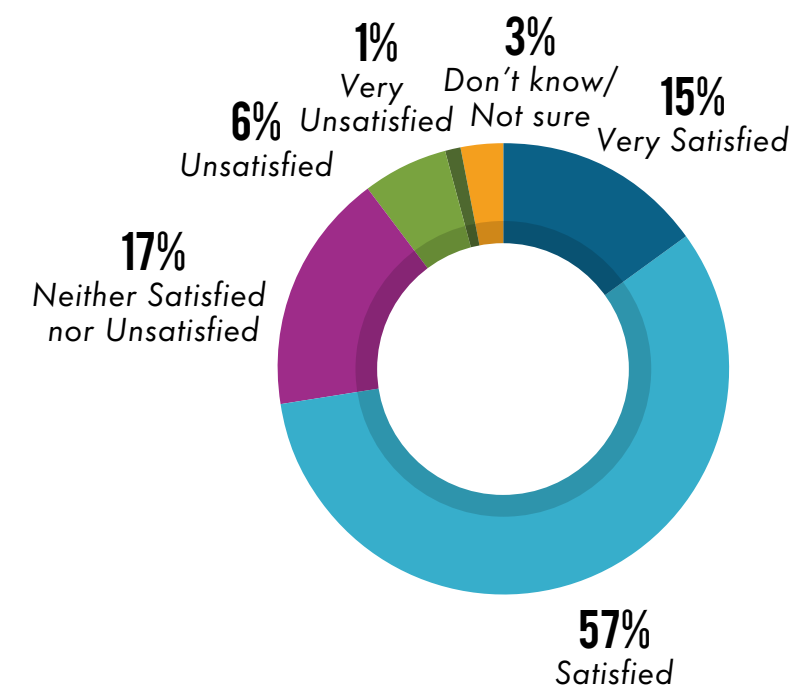
The online survey streamed respondents to different questions based on if they identified themselves as a representative of a business/government/organization or as a resident. The following information is applicable specifically to survey respondents who identified themselves as a resident. Of the responses received, 78% of respondents identified as female, 19% identified as male, 3% preferred not to say, and 0.4% preferred to self identify. Respondents were primarily between the ages of 40-49 (31%), 30-39 (28%), 50-59 (15%), and 60-69 (13%).



On average, how many Town-run events do you attend each year?

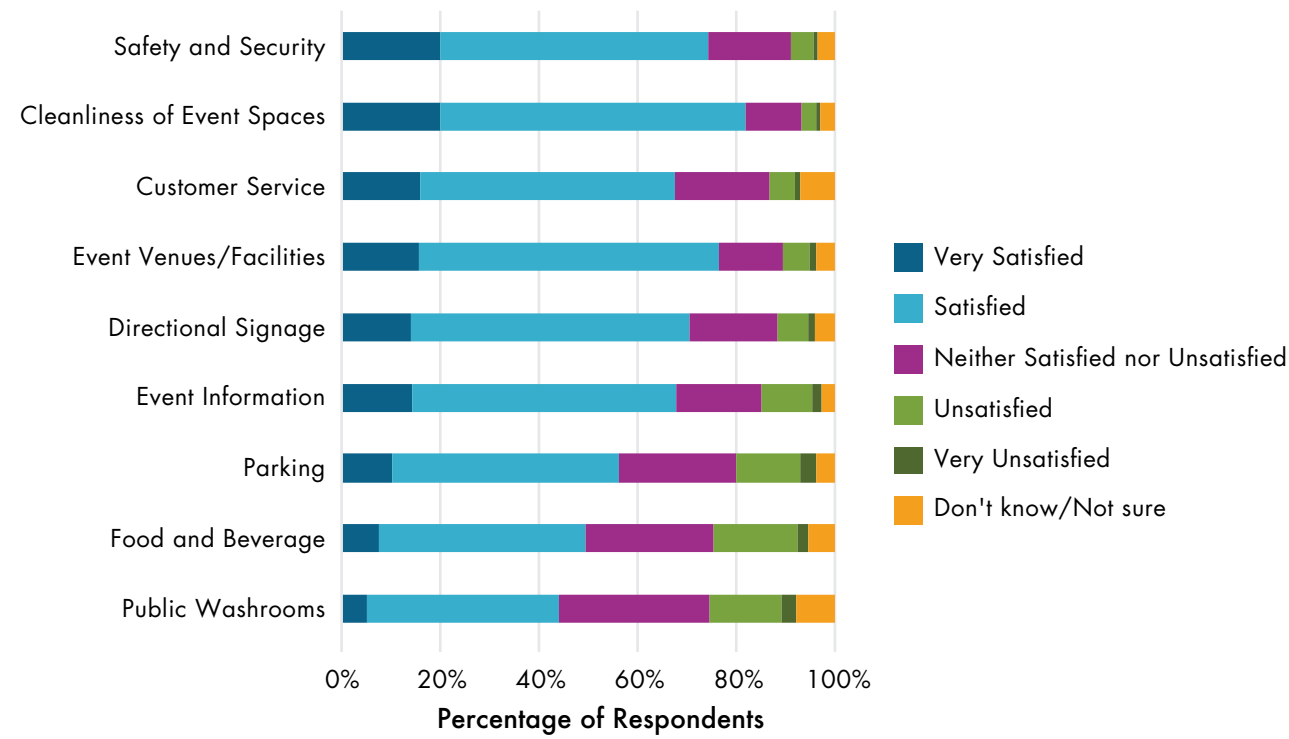


How satisfied are you with annual Town-run events?

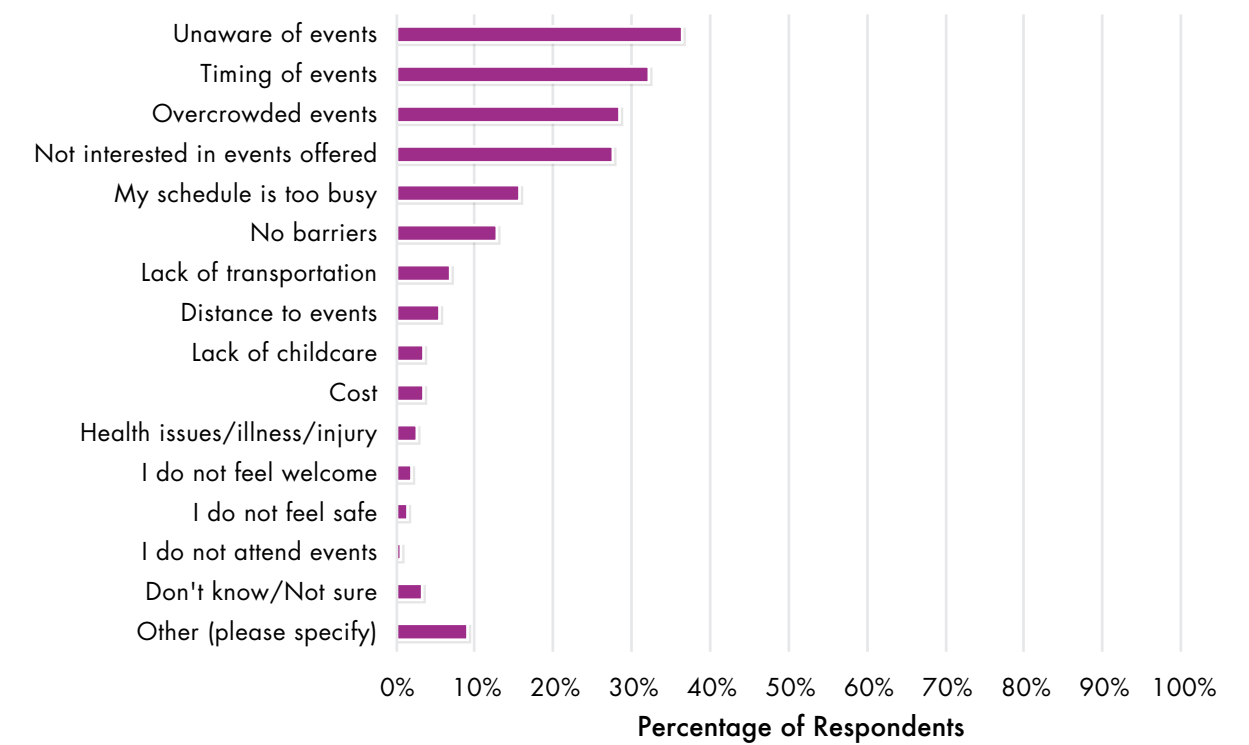




Please rate the following amenities and support services as they relate to Town-run events.

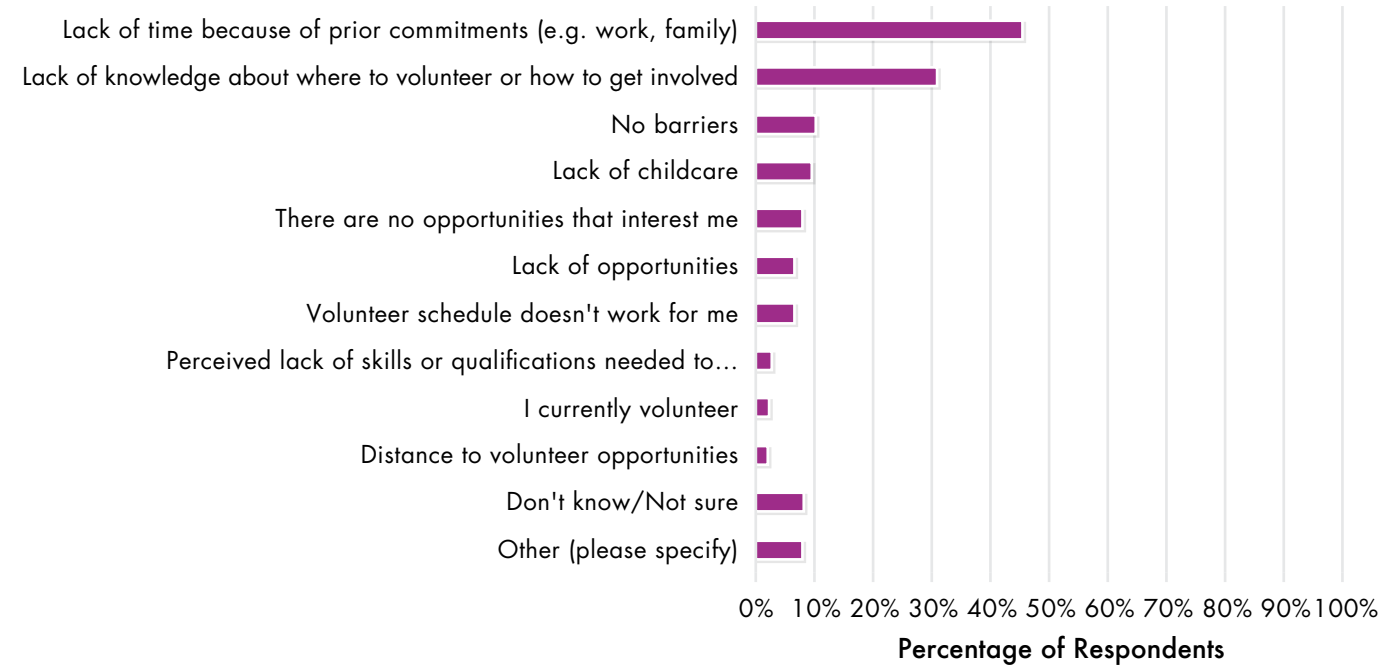


What barriers (if any) most prevent you from attending Town-run events? Please select all that apply.

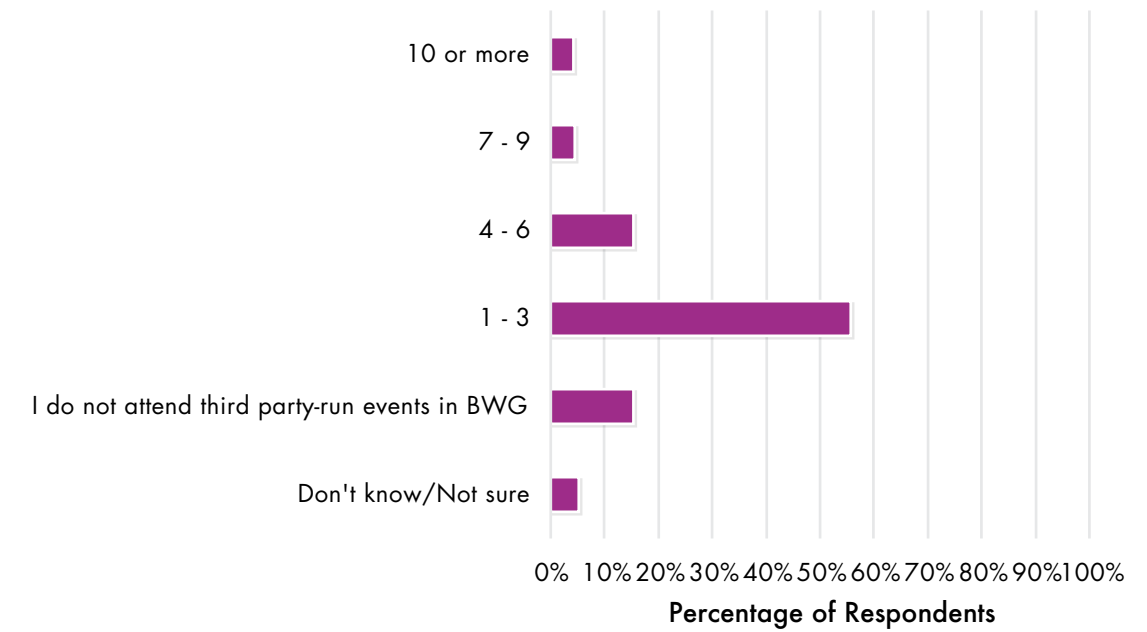




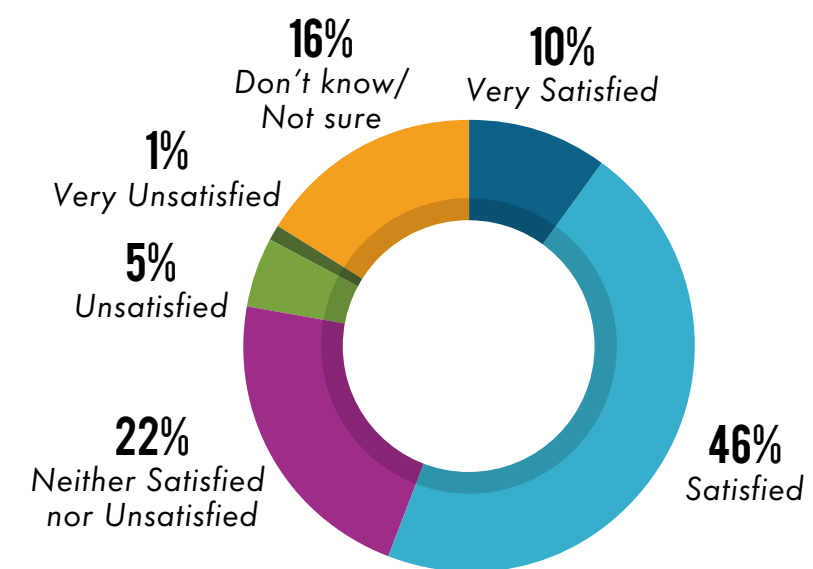
What, if anything, prevents you from volunteering at Town-run events?



On average, how many third party-run events do you attend each year?

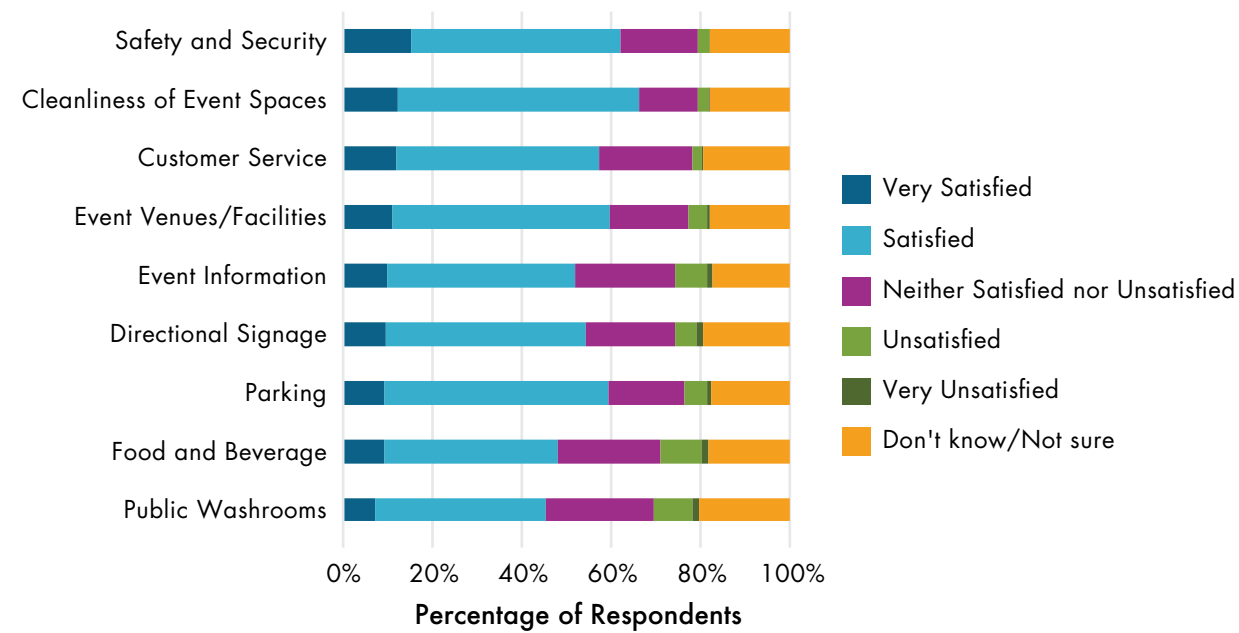


How satisfied are you with annual third party-run events?

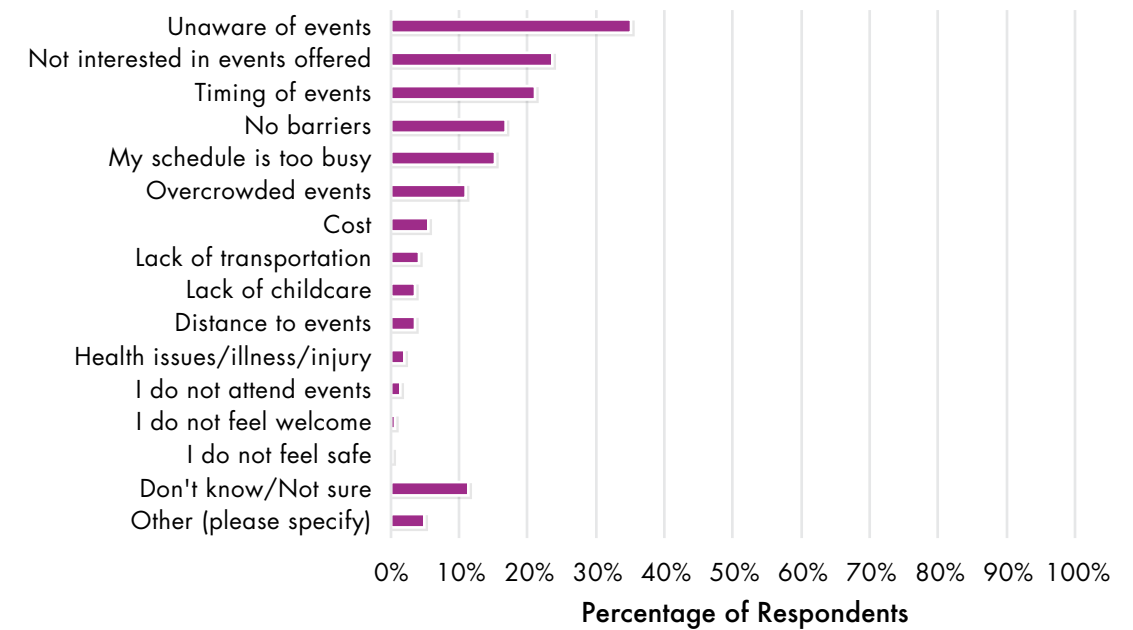




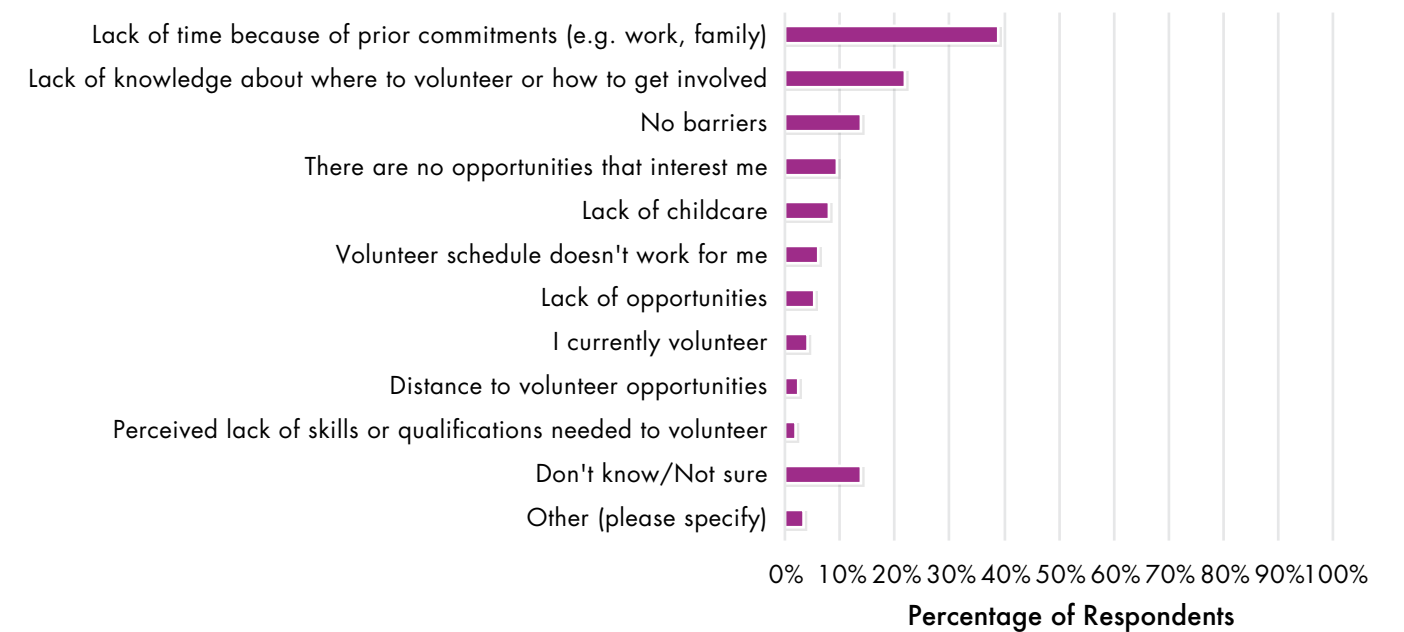
Please rate the following amenities and support services as they relate to third party-run events.



What barriers (if any) most prevent you from attending third party-run events? Please select all that apply.

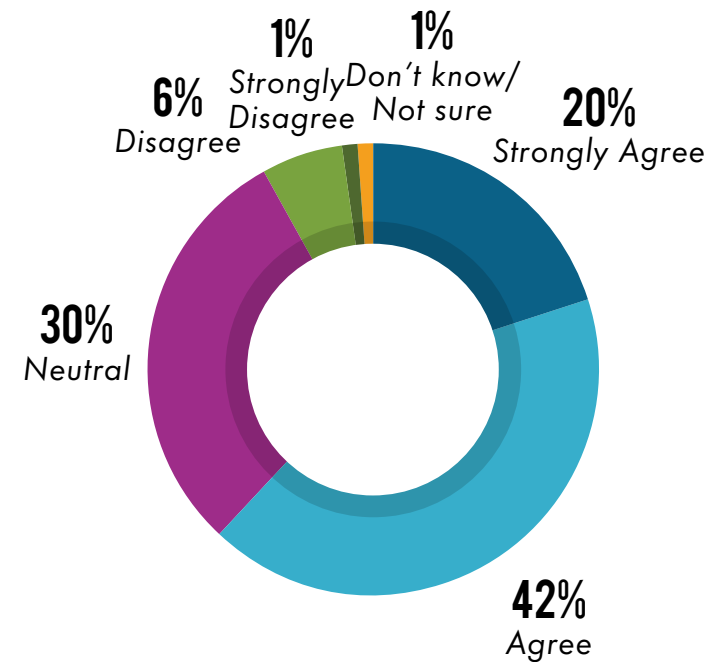


What, if anything, prevents you from volunteering at third party-run events?

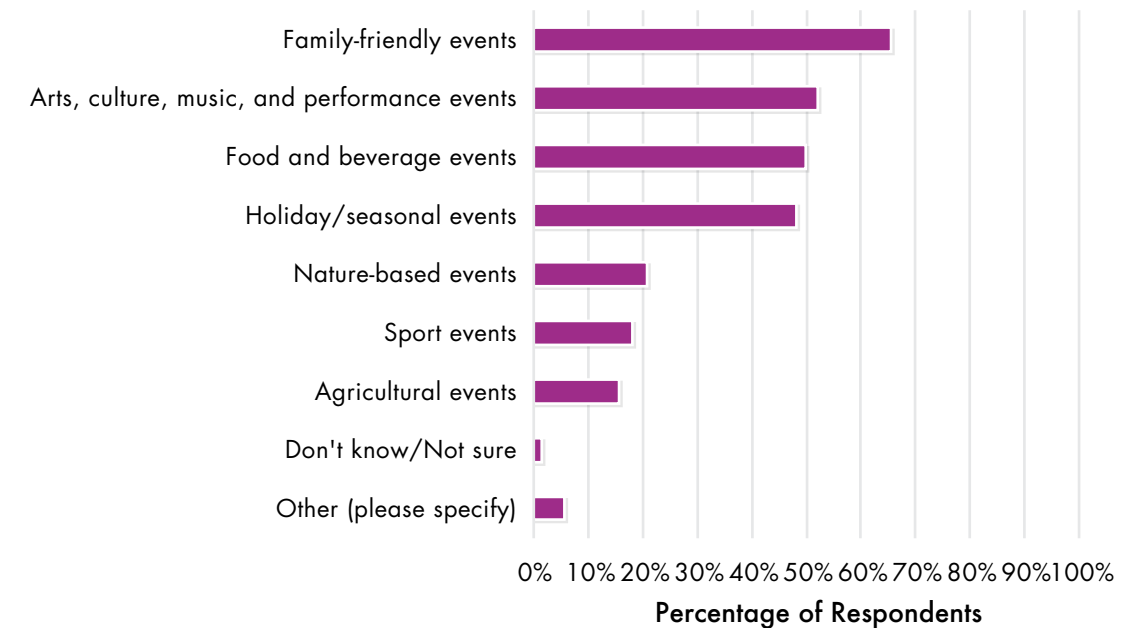




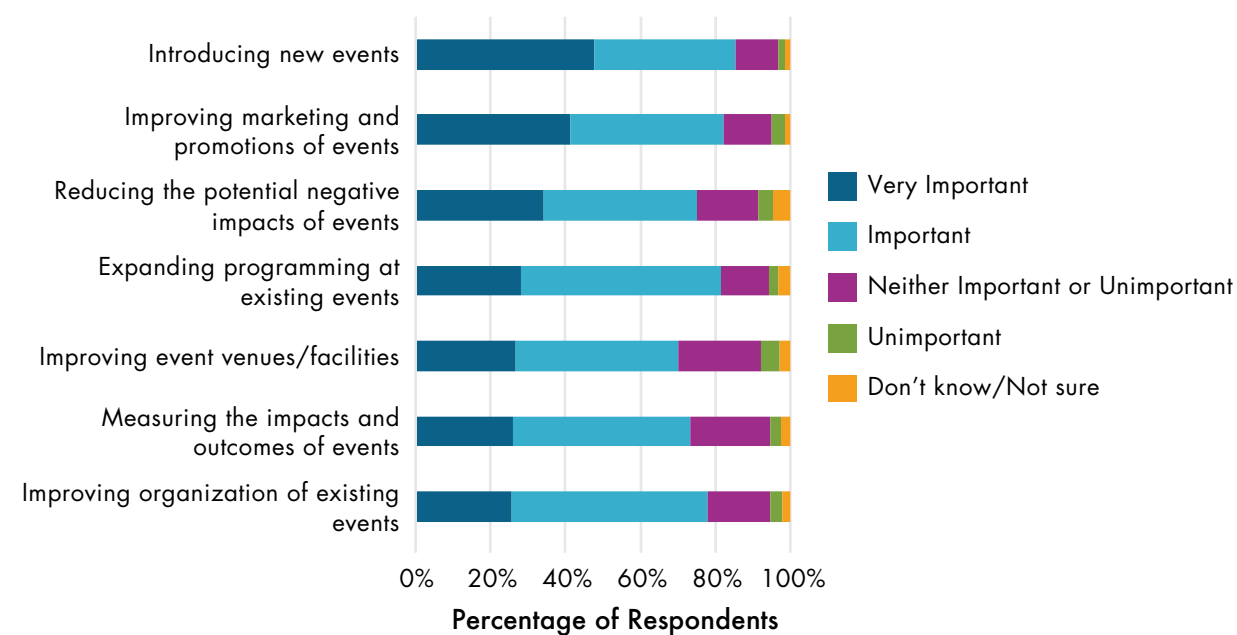
Please rate your level of agreement with the following statement:
Opportunities to participate in community events are important to my quality of life.



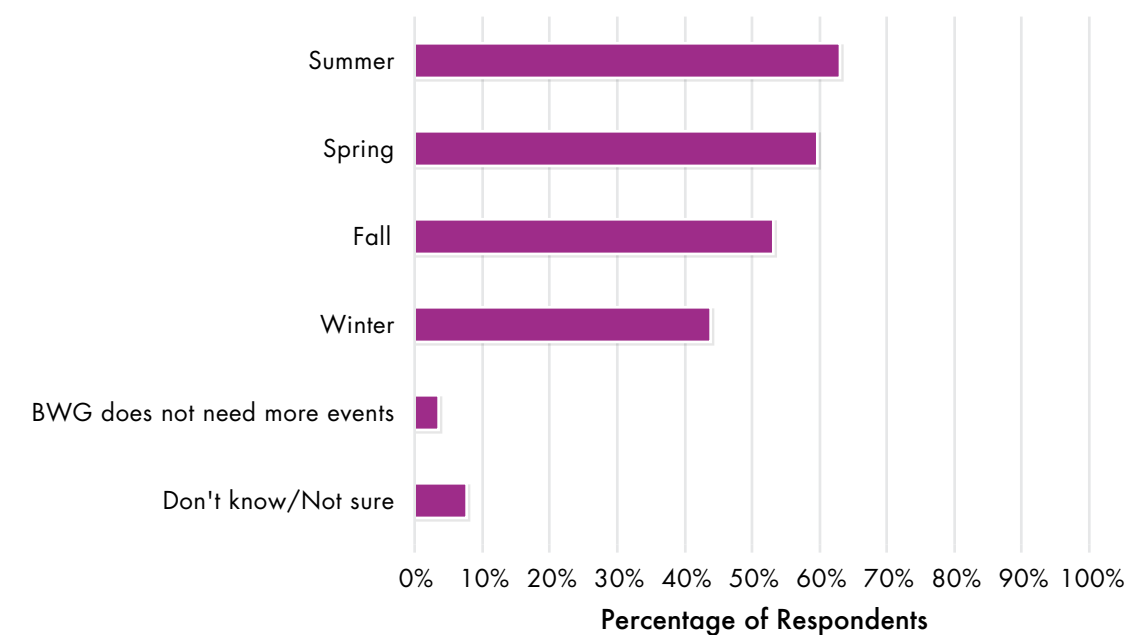
What types of community events should Bradford West Gwillimbury focus on in the future? Please select up to three options.



As we begin developing the Events Strategy for Bradford West Gwillimbury, please indicate the importance of the following focus areas.



In which season(s) should Bradford West Gwillimbury consider adding more events? Please select all that apply.





Do you have any specific ideas for community events that Bradford West Gwillimbury could host? If so, please describe them below.

Respondents identified the following most often:

- Food and beverage events including more food trucks, rib fest, and food and beverage festivals.
- Including more events catered towards families, adults, and teens.
- More seasonal events including Winterfest, spring fairs, festival of lights, and fall festivals.
- More events that celebrate different cultures such as multicultural events.
- Sport events including tournaments.
- Concerts, outdoor music festivals, and live music events.
- Community events including community picnics, movie nights, scavenger hunts, etc.
- More markets including Christmas markets, farmers markets, and craft markets.
- Holiday themed events such as Halloween, Christmas, and Easter hunts.
- Agricultural shows and fairs and incorporating farmers and local food in events.
- Performance events including comedy shows, art shows, dance, and drama.



If you were looking to host an event in Bradford West Gwillimbury, what assistance and/or resources would be the most helpful to you?

Respondents identified the following most often:

- Larger venues and outdoor facilities with access to a stage and parking.
- Supporting marketing and promotions of events.
- Resources available to the community such as rules, guidelines, requirements, and regulations.
- Having a point of contact at the Town for support.
- Supporting logistics including food, schedules, water, bathrooms, music, etc.
- Support with funding.
- Lower rental fees.



If we could do one thing that would most improve community events in Bradford West Gwillimbury, what do you think it should be?

Respondents identified the following most often:

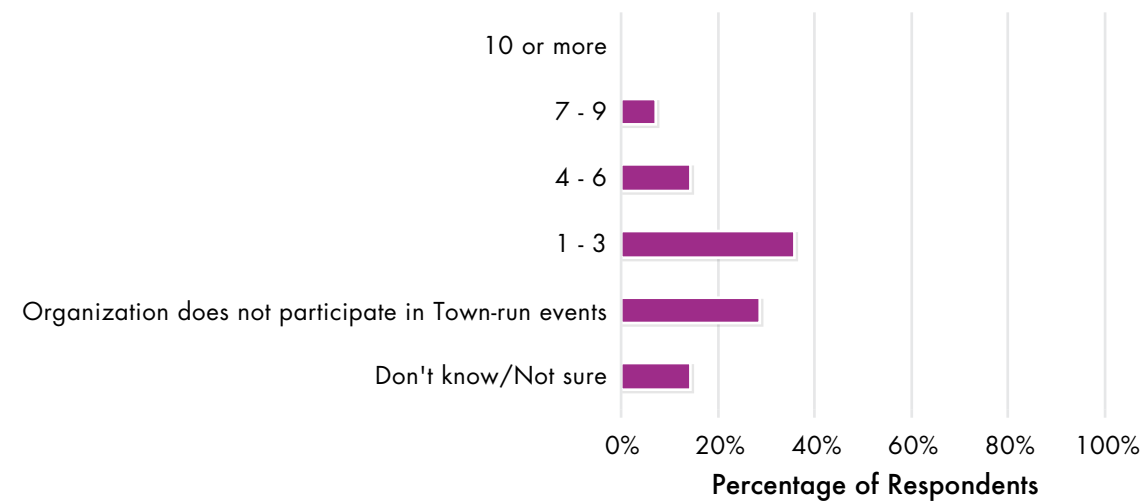
- Enhanced promotion and marketing of events, including signage and online advertising.
- Ensuring event details are promoted earlier.
- Need for more events, more of a variety of events, more activities offered at events, and new events.
- Expand timing of events including longer hours (i.e., evenings), expanding the length of the event (i.e., Sundays), and more weekend events.
- Need for more food and beverage options and vendors at events.
- Desire for larger event venues/space.
- Ensuring that events cater to all ages and more activities at events for adults and teens.
- Accessibility improvements such as parking and public transportation.
- Improving crowd control such as long line ups.

Businesses/Organizations/Government

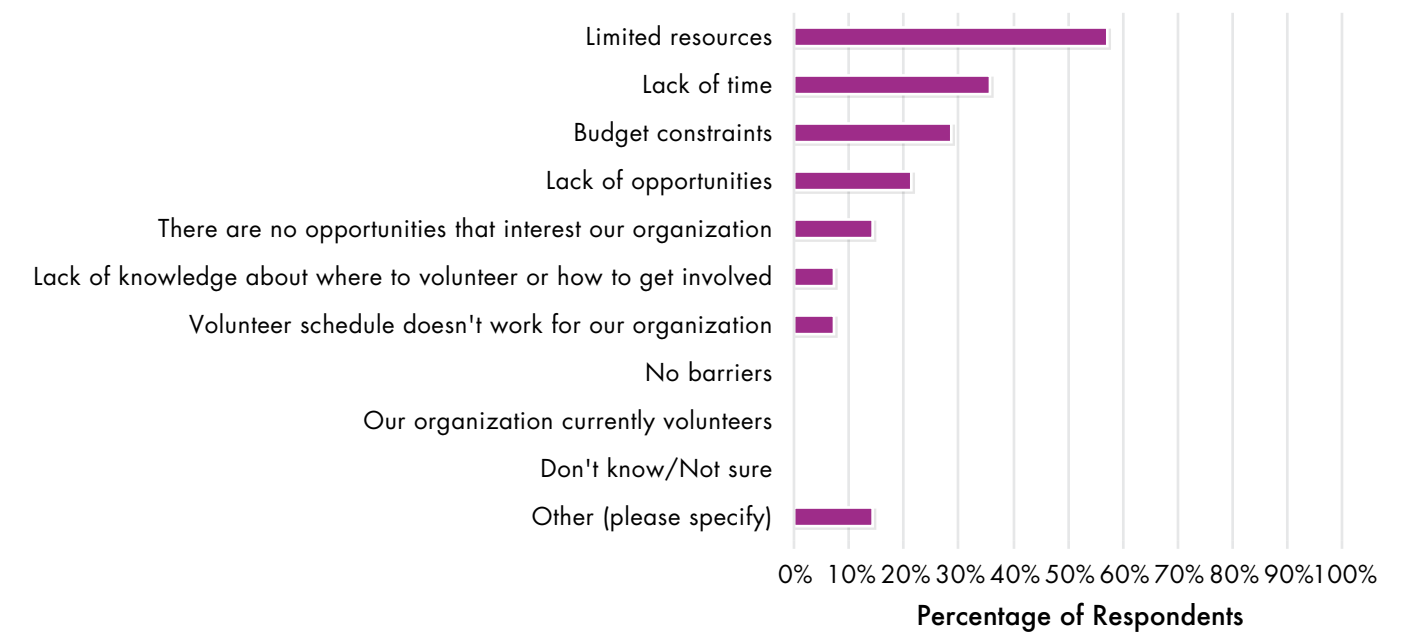
The following information is applicable specifically to survey respondents who identified themselves as a representative of a business/organization/government.



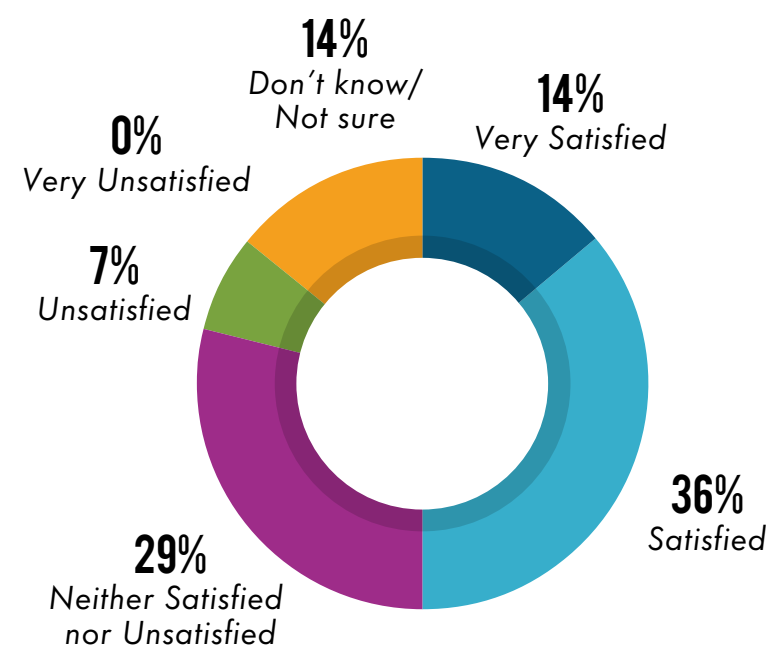
On average, how many Town-run events does your organization participate in each year?



What, if anything, prevents your organization from volunteering at Town-run events?

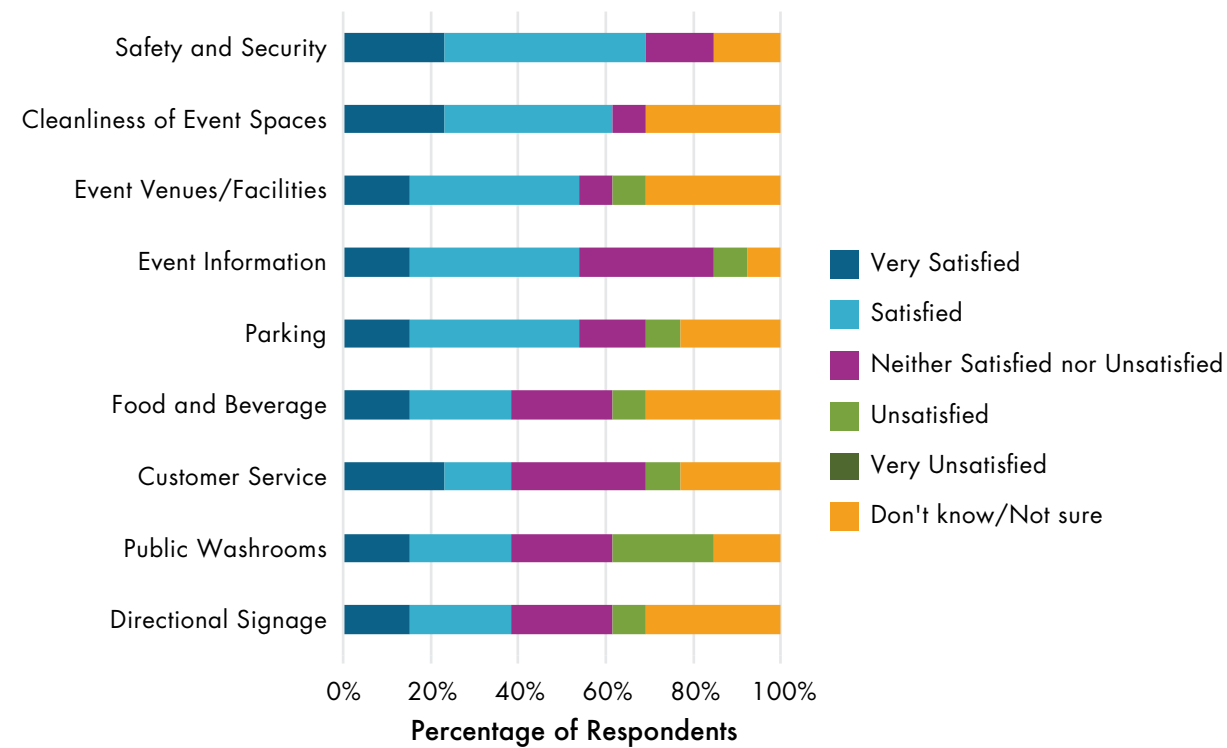


How satisfied is your organization with annual Town-run events?





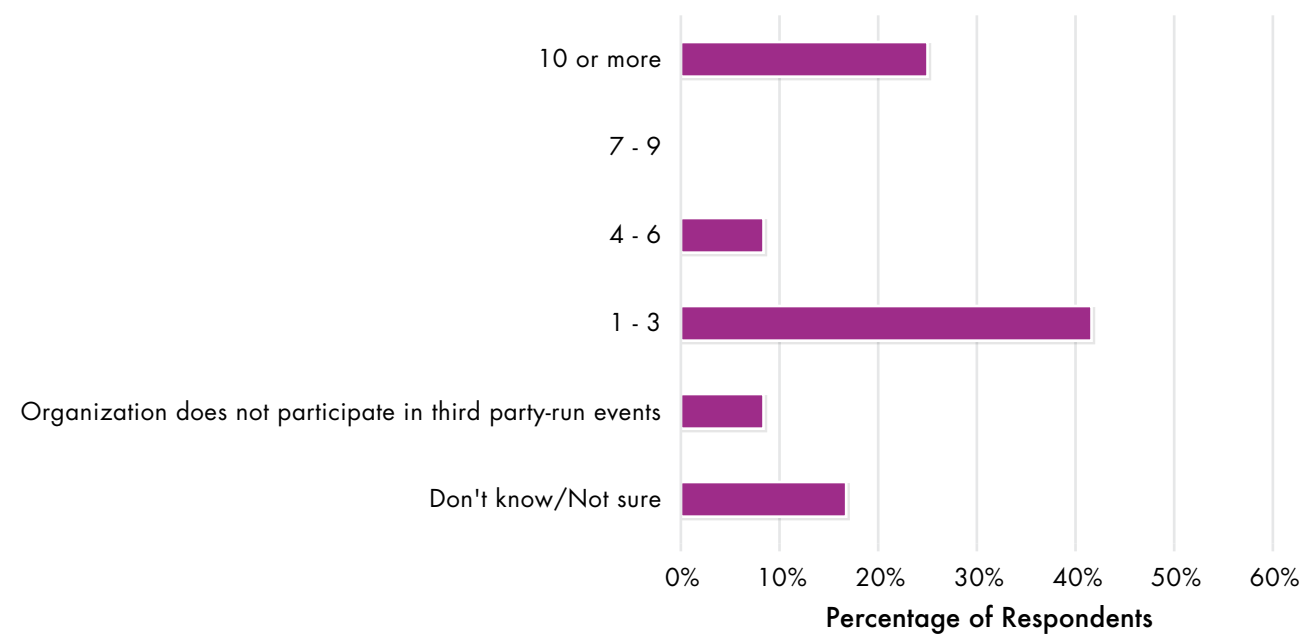
Please rate the following amenities and support services as they relate to Town-run events.



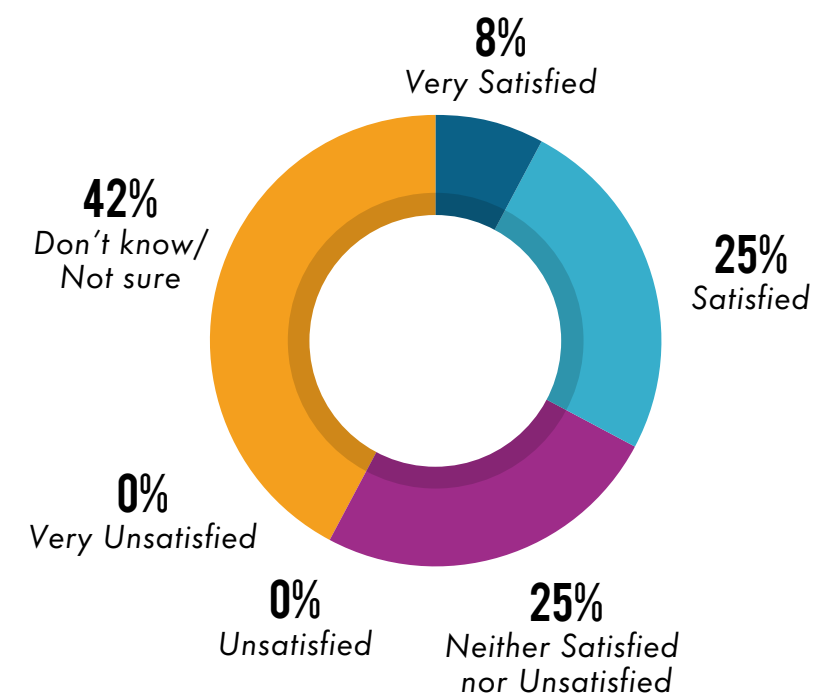
What, if anything, prevents your organization from volunteering at third party-run events?



On average, how many third party-run events does your organization participate in each year?

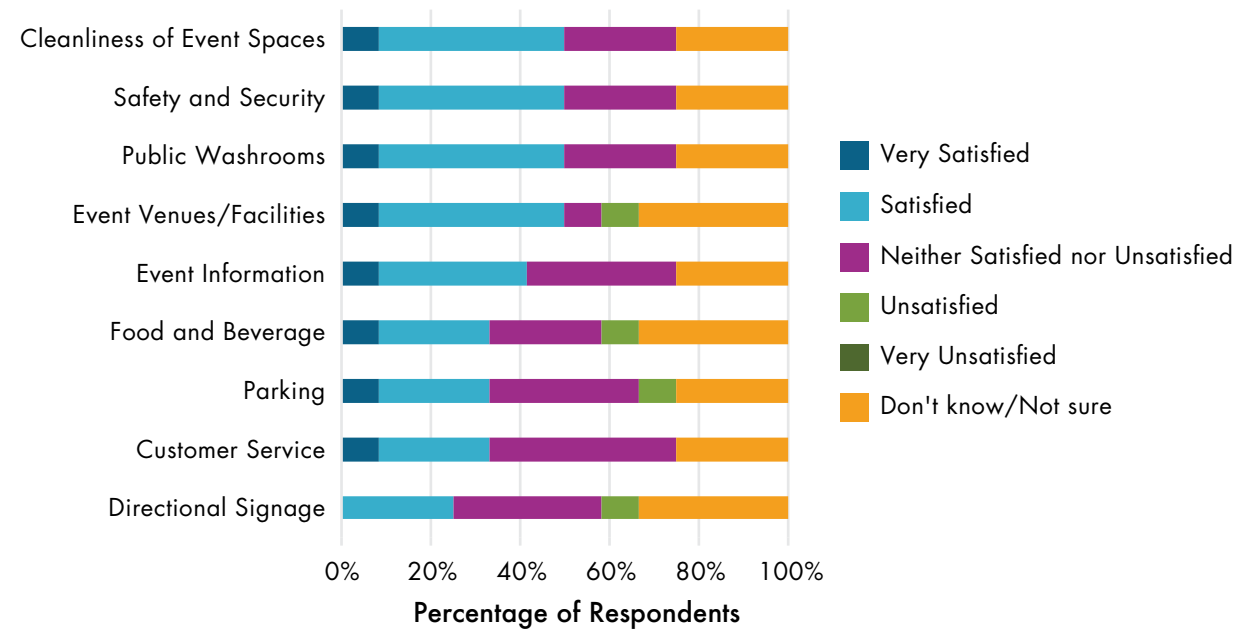


How satisfied is your organization with annual third party-run events?

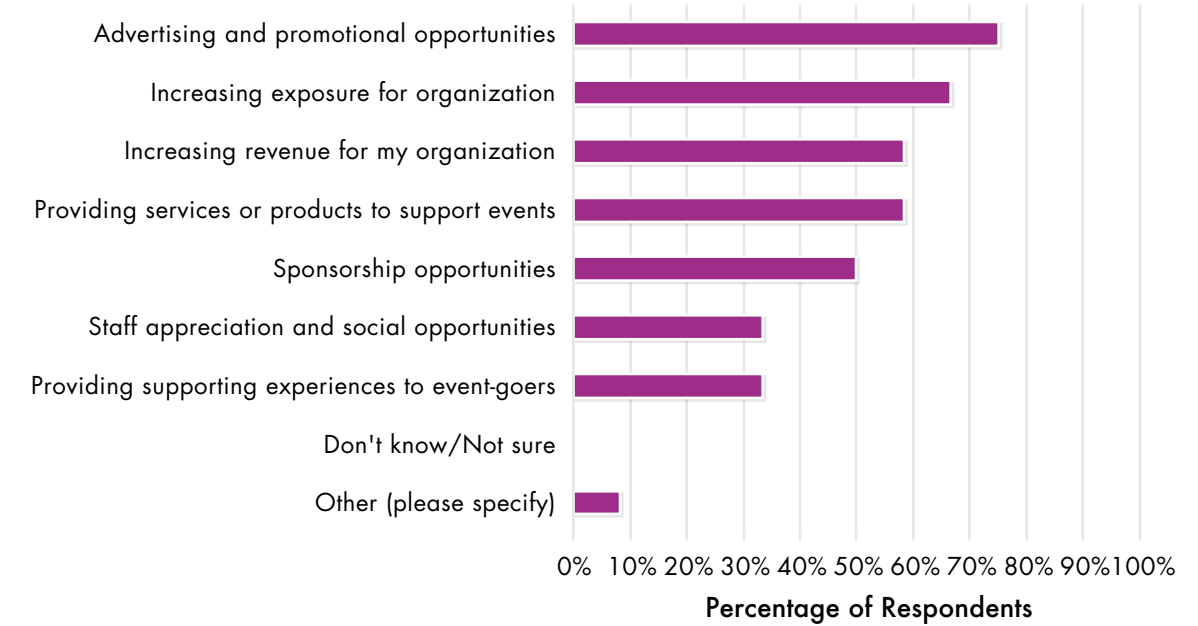




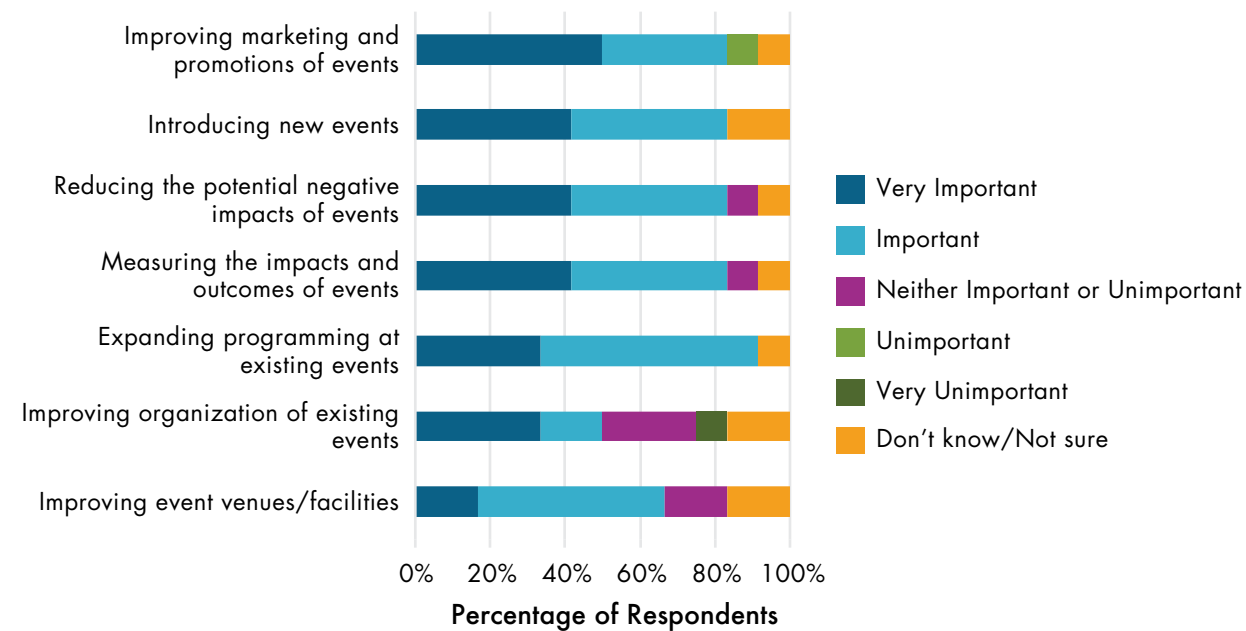
Please rate the following amenities and support services as they related to third party-run events.



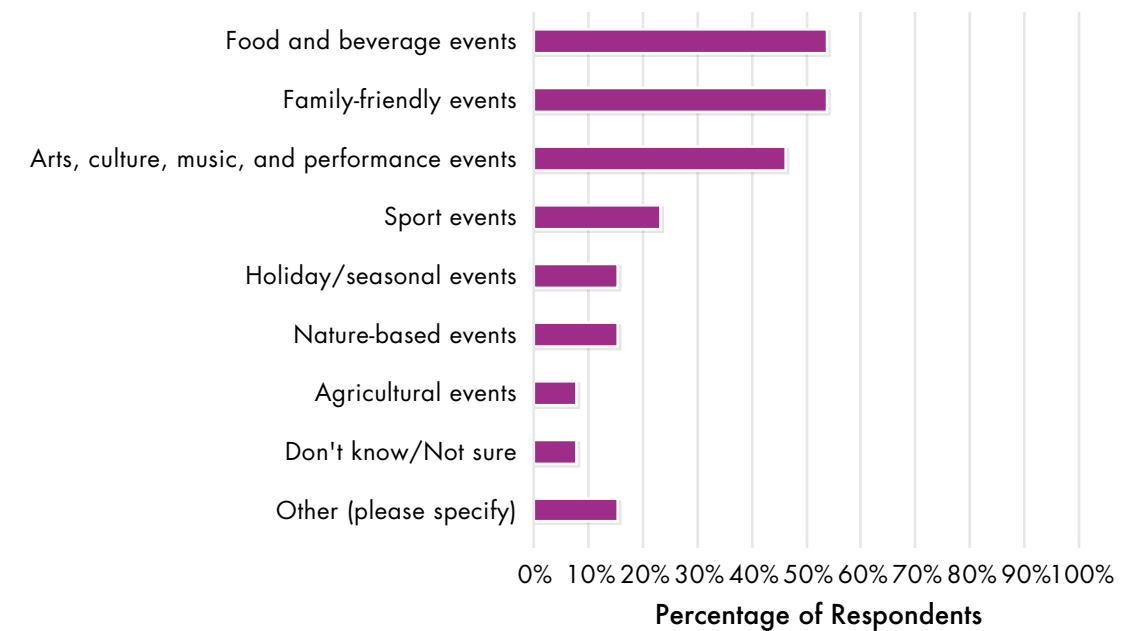
In what ways do you see your organization potentially benefiting from community events? Please select all that apply.



As we begin developing the Events Strategy for Bradford West Gwillimbury, please indicate the importance of the following focus areas.

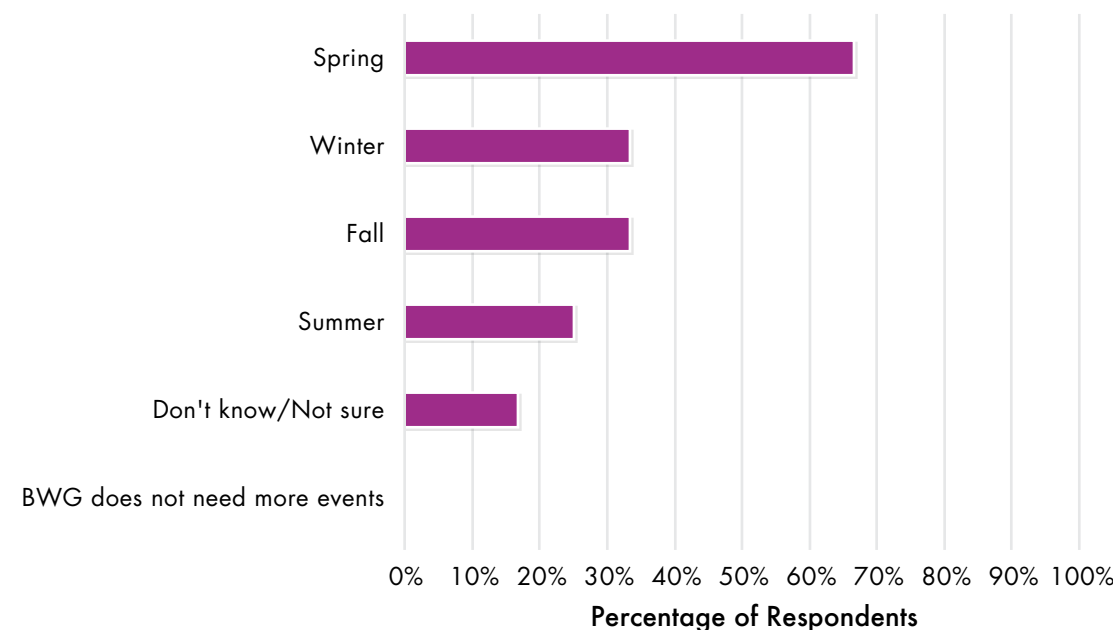


What types of community events should Bradford West Gwillimbury focus on in the future? Please select up to three options.





In which season(s) should Bradford West Gwillimbury consider adding more events?



Does your organization have any specific ideas for community events that Bradford West Gwillimbury could host? If so, please describe them below.

Respondents identified the following most often:

- Food and beverage events such as soup fest and rib fest.
- More educational resources available regarding the use of community gardens.
- Festivals such as a blues festival, desi fest, jazz festival, and battle of the band's competitions.
- Mayor's Prayer Breakfast.
- Mental health awareness events.



If your organization was looking to host an event in Bradford West Gwillimbury, what assistance and/or resources would be the most helpful to you?

Respondents identified the following most often:

- Venues with meeting rooms of varying sizes and amenities.
- Venue rentals at more affordable prices.
- Funding.
- Advertising and promotions.
- Venues to host events.



If we could do one thing that would most improve community events in Bradford West Gwillimbury, what does your organization think it should be?

- Increasing the budget for event entertainment.
- Utilizing local resources.
- Advertising and promotions.
- Financial support to organizations.
- Involving businesses to support events.
- More opportunities for community agencies to attend.
- Encourage more church run events such as family fun day.

Community Input Workshops

Two community input workshops were hosted on January 25th and February 1st, 2024. 6 participants attended the workshops. The following summarizes the input received.



What is going well with Town-run events?

- Organization of Town-run events.
- The Town currently hosts great events such as Carrot Fest.
- There are a variety of events that are catered to a wide age range.



What could be improved with Town-run events?

- Advertising and promotion of events.
 - Lack of hard copy resources. Suggestions included more posters in communal places and a comprehensive one-pager listing of town events.
 - Providing the community more notice when promoting events.
- Issues with parking, especially for those with mobility issues, and general accessibility concerns across various locations, including difficulty for seniors and those with mobility issues navigating certain terrains (e.g., grassy areas, hills).
- Some events are held in locations that are not central to the community, which may be challenging to access.



What is going well with third party-run events?

- The Farmers Market has great vendors, fresh vegetables, and brings people together.
- Multicultural performances.



What could be improved with third party-run events?

- Lack of venues available. There is a need for more space for fundraisers/ meetings such as a multipurpose room or hall.
- Cost of renting venues/space.
- Lack of electrical outlets for vendors at events.



What types of community events should Bradford West Gwillimbury focus on in the future?

- Inclusivity and disability awareness events.
- More opportunities for local artists to showcase their music.
- There is a desire to celebrate the community's heritage (e.g., agricultural events that are family friendly).
- More opportunities to learn and celebrate cultures.
- Concerns over the expense of attending events, such as purchasing food.
- There is an opportunity to partner with local sports teams and clubs for fundraising.
- Expanding partnerships to enhance event offerings.
- More activities and events for teens. Opportunity to host events at locations such as the skatepark to engage this demographic.



If we could do one thing that would most improve community events in Bradford West Gwillimbury, what do you think it should be?

- Enhancing communication and marketing initiatives.
- Expanding partnerships and reaching out to current clubs and organizations.

Staff Input Workshop

A staff input workshop was hosted on January 24th, 2024. 9 participants attended the workshop. The following summarizes the input received.

- Consideration of the impact of events on departments and regular facility users.
- The need for more staff and resources.
- Addressing parking issues.
- Outdoor events to take place in open spaces rather than on sports fields.
- Opportunities for community engagement.
- Opportunity to strengthen partnerships with organizations and businesses.
- Opportunity to expand events to Bond Head.
- There is currently a gap in arts/culture events.
- Opportunity to explore potential for tourism growth.
- Currently, there is no single point of contact for event requests.
- Improving internal communications.
- Addressing infrastructure needs such as a permanent stage and washrooms.
- Consideration for adding another anchor event that the Town could be known for.
- Setting a vision for community events at the Town.

Council Input

Interviews with Council were conducted between January 8th to February 5th. The following summarizes the input received.

- Events are important to the community. They bring people together and are a good opportunity to build community relationships.
- There are opportunities to host more cultural events.
- Desire for more partner involvement including building relationships with the community such neighbourhoods, community groups, and businesses.
- Desire for more third-party events.
- Need to ensure events cater to all ages. There is currently a gap in activities/events geared towards teens.
- Opportunity to expand the timing of events (i.e., later into the evening or over multiple days).
- Opportunity for new events to be innovative and unique.
- Opportunity for different programming at events to ensure variety.
- Signature events have a high cost. In order to offer more events, there is an opportunity to introduce smaller low-cost community events.
- Need to respond to demographic changes and the growing population.
- It is important to ensure that the Town is consistently measuring the impacts and outcomes of events.
- There is opportunity to build relationships with different sponsors.
- Recognition that sufficient resources need to be in place in order to expand or introduce new events such as staffing, municipal funding, and/or sponsorships, while being mindful of the budget.
- Lack of a designated indoor event space.
- Improvements to promotion and marketing of events.
- Collaboration between departments to ensure events are being communicated effectively.

Appendix D – Event Evaluation Criteria

The following criteria can be used as a tool to assist the Town of BWG in determining which community events to support. The first four are recommended to be considered as mandatory criteria that an event must satisfy in order to receive support from the Town. The remaining criteria can be used to further evaluate event opportunities and inform decision-making. Criteria 5 to 12 are not listed in a suggested order of priority and are not weighted. Evaluators may prioritize and weight these criterion differently in order to reflect particular priorities.

Scoring Chart

The following chart provides an example of how criteria could be scored.

0= clearly does not meet the description

1= somewhat meets the description

2= clearly meets the description

3= exceeds the description (new and innovative thinking is demonstrated)

	Criteria	Description
Mandatory Criteria	1. Capacity of Event Producer	<ul style="list-style-type: none">The event will be produced by an organization with strong capacity. The leadership, business acumen, experience, organizational structure, resources (human and financial), and other factors as appropriate, of the event producer instill confidence that the event will be a success.
	2. Physical Infrastructure Requirements	<ul style="list-style-type: none">The community has sufficient and appropriate infrastructure in place to successfully host and support the event (e.g. facilities, transportation, parking, etc.).If additional infrastructure is required, it is feasible that the community could meet the requirements.
	3. Accessibility and Inclusiveness	<ul style="list-style-type: none">The event demonstrates a high level of accessibility to the public and is inclusive of all members of the community.The event does not promote one race, culture, religion, age, sex, sexual orientation, marital status, family status, or ability/disability over another.The event is non-partisan and cannot be used to promote the political interests of any group, party, or individual.
	4. Risks	<ul style="list-style-type: none">Risks associated with the event are clearly identified and understood. Plans are in place to mitigate identified risks. Consideration should be made in the following six areas:<ul style="list-style-type: none">a. Financialb. Environmentalc. Politicald. Sociale. Reputationalf. Logistics and Safety

Scoring Chart

The following chart provides an example of how criteria could be scored.

0= clearly does not meet the description

1= somewhat meets the description

2= clearly meets the description

3= exceeds the description (new and innovative thinking is demonstrated)

Criteria		Description
Additional Criteria	5. Human Resource Requirements	<ul style="list-style-type: none">Development of the event will not put un-due stress on existing human resources, including the Town, community volunteers, and others as appropriate.
	6. Strategic Alignment	<ul style="list-style-type: none">The event aligns with the strategic direction of the Town and other stakeholders/partners that may be involved.
	7. Calendar Management	<ul style="list-style-type: none">The event will enhance the community's overall calendar of events and not conflict with current town-run events.The event will enhance existing event offerings in the community and any potential negative impacts will be minimized.
	8. Reputation Enhancement and Community Awareness	<ul style="list-style-type: none">The event will enhance the reputation and awareness of BWG as a community that offers outstanding events.
	9. Partnerships and Support	<ul style="list-style-type: none">The event supports opportunities for local partnerships (public and private) and demonstrates strong buy-in from local stakeholders.
	10. Community Engagement	<ul style="list-style-type: none">The community is supportive of hosting the event.Stakeholders contribute resources and those resources are leveraged.The event promotes business engagement and supports the generation of complementary experiences offered by businesses.
	11. Market Demand	<ul style="list-style-type: none">The event demonstrates community demand through relevant indicators (population projections, survey data, trends, etc.).
	12. Finances	<ul style="list-style-type: none">Expenses associated with hosting the event will be reasonable in relation to its revenue potential, expected return on investment, and overall economic impacts.Expenses will not exceed the financial capacity of the partners involved.The event will generate significant positive economic impacts for the Town and local businesses.

Appendix E – References

- ¹ BradfordToday.ca. (n.d.). Carrot Fest Recognized as one of the Top 100 Festivals & Events in Ontario.
- ² Festivals and Major Events Canada (FAME). 2020. Festivals and Events: The Tools for Canada's Economic and Touristic Recovery.
- ³ Evidence Briefing Community Events. (2019). Community Events.
- ⁴ Evidence Briefing Community Events. (2019). Community Events.
- ⁵ Town of Bradford West Gwillimbury. (2022). History and Heritage.
- ⁶ Town of Bradford West Gwillimbury. (2022). Carrot Fest.
- ⁷ Town of Bradford West Gwillimbury. (2023). Regular Council and Committee of the Whole Agenda: Land Acknowledgment.
- ⁸ Statistics Canada. (2021). Census Profile, 2021 Census of Population.
- ⁹ Town of Bradford West Gwillimbury Official Plan. (2022). Town Council.
- ¹⁰ Barrie Today. (2024).
- ¹¹ Statistics Canada. (2021). Town of Bradford West Gwillimbury.
- ¹² BWG Economic Development. (2020). Investment Guide.
- ¹³ Town of Bradford West Gwillimbury. (2022). Events.
- ¹⁴ Town of Bradford West Gwillimbury. (2022). Carrot Fest.
- ¹⁵ Town of Bradford West Gwillimbury. (2022). Marsh Mash.
- ¹⁶ Town of Bradford West Gwillimbury. (2022). Santa Claus Parade.
- ¹⁷ Town of Bradford West Gwillimbury. (2024). Staff Input Workshop.
- ¹⁸ Town of Bradford West Gwillimbury. (2024). Staff Interview.
- ¹⁹ CTV News Barrie. (2024). Bradford moving forward with plans for new facility to house town services.
- ²⁰ Town of Bradford West Gwillimbury. (n.d.). Position Descriptions for Event Staff.
- ²¹ Agriculture Ventures. (March 2001). Agri-tourism: Rural Festivals and Special Events.
- ²² Town of Bradford West Gwillimbury. (n.d.). Economic Development.
- ²³ Town of Bradford West Gwillimbury. (2022). History and Heritage.
- ²⁴ The Cities Now. (2024). Cities Nearby Bradford West Gwillimbury, Canada.
- ²⁵ Bank of Canada. (2024). Inflation Calculator (2019 – 2024).
- ²⁶ Aquicon. (2024). Bradford West Gwillimbury Leisure Centre.
- ²⁷ Town of Bradford West Gwillimbury. (2022). BWG Leisure Centre.
- ²⁸ Town of Bradford West Gwillimbury. (2022). Halls, Auditoriums and Arenas.
- ²⁹ Arena Guide. (2018-2023). Bob Fallis Sports Centre.
- ³⁰ Town of Bradford West Gwillimbury. (2022). Halls, Auditoriums and Arenas.
- ³¹ Town of Bradford West Gwillimbury. (2022). Halls, Auditoriums and Arenas.
- ³² Town of Bradford West Gwillimbury. (2022). Carrot Fest.
- ³³ Miriam King, Bradford Today Local News. (August 2018). Dozens kick it like its 1996 on the libraries west lawn.
- ³⁴ Town of Bradford West Gwillimbury. (2022). Special Events Form.
- ³⁵ Town of Bradford West Gwillimbury. (2022). Parks.
- ³⁶ Town of Bradford West Gwillimbury. (2022). Facilities and Rentals.
- ³⁷ Bradford West Gwillimbury. (2018). Cultural Master Plan.
- ³⁸ Town of Bradford West Gwillimbury. (2023). Economic Development Strategy.
- ³⁹ Town of Bradford West Gwillimbury. (2021). Official Plan.
- ⁴⁰ Town of Bradford West Gwillimbury. (2023). Leisure Services Master Plan.
- ⁴¹ Town of Bradford West Gwillimbury. (2020). Diversity and Inclusiveness Action Plan.