

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF APRIL 22, 2024

Item 1, Report No. 13, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on April 22, 2024.

1. VAUGHAN MUNICIPAL EVENTS STRATEGY

The Committee of the Whole (Working Session) recommends:

- 1) That the recommendation contained in the report of the Deputy City Manager, Community Services dated April 10, 2024, be approved; and**
- 2) That the presentation by Peter Thoma, Partner, urbanMetrics Inc., Toronto, and Communication C1, presentation material, be received.**

Recommendation

- 1. THAT Council approve the Vaughan Municipal Events Strategy, as prepared and recommended by the external consultant urbanMetrics Inc.**

Committee of the Whole (Working Session) Report

DATE: Wednesday, April 10, 2024

WARD(S): ALL

TITLE: VAUGHAN MUNICIPAL EVENTS STRATEGY

FROM:

Gus Michaels, Deputy City Manager, Community Services

ACTION: DECISION

Purpose

To seek Council approval to adopt the Vaughan Municipal Events Strategy for the future framework for hosting an event in the City of Vaughan including, City-led events and Community-led events.

Report Highlights

- This plan has 5 strategic goals that provide clear direction and targets for the City to execute its Strategy.
 - Clarify roles and responsibilities
 - Streamline the event approval process
 - Support new and existing event organizers in running great events
 - Allocate resources to effectively and efficiently maximize impact
 - Continue to actively communicate with and invite organizers to host in the City of Vaughan.
- The Strategy includes 21 action items that will help the City of Vaughan actualize the goals outlined in the Strategy. The action items are organized into 6 functional areas:
 - City procedures,
 - Information & Technology,
 - Resourcing,
 - Logistics & Coordination,
 - Engagement & Empowerment, and
 - Promotion.

Recommendation

1. THAT Council approve the Vaughan Municipal Events Strategy, as prepared and recommended by the external consultant urbanMetrics Inc.

Background

The City of Vaughan continues to grow as a destination of choice for residents, businesses and visitors alike. The Vaughan Municipal Events Strategy will support the commitment prescribed within the 2022-2026 Term of Council Service Excellence Strategic Plan under the strategic priority area of Active, Engaged and Inclusive Communities: continuing to support building Vaughan as an active, engaged, creative and culturally vibrant City.

City events are those owned and hosted by the City, involving City services and/or facilities. City events are organized and managed by a lead or host City department and the funding for the event is allocated to the budget of the lead department. These events are a means of showcasing service offerings, facilities, building community and growing networks. Vaughan supports and celebrates events that are diverse, safe, welcoming and accessible for all who live, visit, play and work in our community.

The City of Vaughan hosts a number of events annually, including but not limited to Winterfest, Concerts in the Park and Canada Day — signature celebrations under the Vaughan Celebrates umbrella. Other City-led events include Official Facility and Park openings and festive and cultural celebrations.

Community events are local events owned and hosted by a community, business and/or organization that may or may not involve direct City support, services and/or grants. However, all such events are accommodated through the City's Special Events By-law and related permit process, thereby providing the necessary framework and regulations that are intended to mitigate nuisance while supporting the safety and wellbeing of the community. These events typically bring together likeminded people seeking to strengthen the bonds of friendship, culture, faith, and community connection. Co-sponsored events, which are jointly hosted by the City and another organization/business, are included in the Community events category.

On June 6, 2017, the [Event Management Audit](#) was presented to Finance, Administration and Audit Committee (FA&A). The report contained nine recommendations. Aside from the value that events provide to our City, a key finding and conclusion of the audit identified that the establishment and implementation of a comprehensive Municipal Events Strategy will ensure that risks relating to planning, administering and managing events are efficiently and effectively mitigated.

Staff began the development of the Events Strategy through the hiring of an external consultant. Due to unforeseen circumstances, the City parted ways with the original consultant and priorities shifted. As of late 2020 in the heart of the pandemic, the development of an Events Strategy and Implementation Plan project was redefined to focus on the Intake Process for Events. Given the challenges attributed to the COVID-19 pandemic, City of Vaughan staff had to adapt to new ways of delivering on City services, focusing on enhanced online service offerings and in-take processes while continuing to seek opportunities to identify gaps and look for ways to enhance the overall service delivery of community and City events.

Updates to the Intake Process included:

- Creating a webpage on www.vaughan.ca to direct organizers wishing to host an event in the City of Vaughan to the application process.
- Producing a webpage encompassing all event producer information, requirements, and links, while being user-friendly.
- Creating a webpage resource named [Hosting an Event in Vaughan](#).

Events Strategy and Implementation Plan

In 2022, urbanMetrics Inc. was retained, and the development of an Events Strategy and Implementation Plan were undertaken. The first step was to develop a current state assessment. This review is the culmination of research and engagement activities focused on understanding and improving the events system in Vaughan.

The review included:

- Summaries from engagement with internal and external stakeholders and industry experts
- An overview of Vaughan's existing events processes and offerings
- A review of applicable policies, procedures and protocols
- Lessons from municipalities across Canada
- An analysis of Vaughan's current strengths, areas for improvement, opportunities, and challenges.

This review informed the development of the comprehensive Municipal Events Strategy and Implementation Plan.

Previous Reports/Authority

[Event Management Audit, Finance, Administration and Audit Committee \(FA&A\), June 6, 2017](#)

Analysis and Options

Events in Vaughan generally fall under two broad categories: **City-led events** and **Community-led events**.

City-led events are those organized, funded, and produced by the City of Vaughan (Vaughan staff) for the express benefit of its residents and visitors. The costs to administer, develop, produce, deliver and/or support these events cross-departmentally amounts to **\$2,032,999.92** annually. Refer to the chart below for a breakdown of department specific costs.

Portfolio / Department	Estimated Annual Costs
Recreation Services – Events Division	\$1,329,950
Recreation Services – Client Services Division	\$197,757
Recreation Services – Marketing Services	\$135,616
Office of the Chief Information Officer – Audio and Video Internal/External resources	\$49,714
Office of the Chief Information Officer – Audio and Video Equipment	\$10,000
Parks, Forestry and Horticulture Operations - Average Labour & Other Operating Expenses	\$282,111.73
Parks, Forestry and Horticulture Operations - Annual Fleet M&R	\$14,209.06
Parks, Forestry and Horticulture Operations - Annual Fuel Costs	\$13,642.13

Note: Additional resourcing and support from other departments not captured above may be required.

The City of Vaughan plans and executes many events, the majority of which are primarily organized by an in-house Events Team within the Recreation Services Department. In 2023, the Events Team executed 38 City-led events and supported an additional 15 events. Some of the signature events earned prestigious recognition, including three Pinnacle Awards from the International Festivals and Events Association for Canada Day and Culture Days. Festivals & Events Ontario also awarded the City of Vaughan with best promotional campaign for Concerts in the Park and Canada Day and Top 100 Festivals and Events in Ontario for Concerts in the Park and Canada Day. The above 38 events do not include the 27 flag raisings that took place.

The Culture Days festival programming also received recognition, including the Warren Garrett Inclusive Programming Award and Best In-person Program.

It is anticipated that in 2024 and beyond, there will be an increase in the total number of events delivered each year.

Community-led events are those initiated and carried out by individuals, community organizations or non-profit/private businesses. They typically involve a formal permit approval process requiring various departments of the City of Vaughan and external support agencies to ensure public safety and conformity with local, regional and provincial rules and regulations.

In 2023, within the City of Vaughan's By-law & Compliance, Licensing and Permit Services (BCLPS) Department, a total of 123 special event permits were granted. In addition, any applicable building/facility permits that may also be required were issued to private organizations/people who hosted their events within our City.

This Municipal Events Strategy was developed following months of consultation and research integrating the insights of staff, elected officials, local event producers, and most importantly, residents of Vaughan. It builds on the current state assessment and outlines 5 strategic goals and 21 action items. Engagement tactics included virtual meetings, online public surveys, virtual roundtable group discussions, one-on-one phone calls and online workshops. Participation was promoted via all City communication and social media channels.

The insights gathered through the consultation process have been instrumental in shaping the Strategy, providing a robust roadmap for enhancing Vaughan's event landscape. By capitalizing on our existing strengths, enhancing efficiency through streamlined processes, and maximizing opportunities, we aim to foster a more cohesive and impactful event environment. This approach ensures operational effectiveness and lays the groundwork for sustainable growth and innovation, elevating Vaughan's events to new heights and reinforcing our commitment to service excellence and community engagement.

The Strategy is built upon a series of key themes that were identified through the consultation process, acknowledging various aspects:

- Vaughan has the right attitude and energy to become a leader in municipal events.

- The current process for facilitating (and municipal permitting of) community-led events continues to demonstrate opportunities for improvement.
- Creative and strategic promotion of all events is important to community-led event organizers
- Events are typically attended by “family” audiences.
- As the community continues to grow and change there is a need to further incorporate a Diversity, Equity and Inclusion (DEI) lens in event planning and programming.
- City staff resources are currently stretched and reaching capacity, especially during peak event season and with the return to more in-person events.
- All events carry risk. The City of Vaughan is steadfastly committed to ensuring risks, including public health, safety and compliance, are managed responsibly.
- New and future “flagship” facilities and venues such as North Maple Regional Park, Vaughan Studios and Event Space, The Sports Village and Vaughan Metropolitan Centre provide an opportunity for the City of Vaughan to showcase its capacity to lead, support, host and foster exceptional event experiences.

Strategic Goals

Strategic Goals are the high-level ambitions that are key to supporting a streamlined and cohesive events process and a robust offering of diverse events.

This plan has **5 strategic goals**:

Goal #1	Clarify roles & responsibilities The events process is a system of moving parts that involves input from various departments. This strategy provides a framework for timely decision-making and more effective information sharing.
Goal #2	Streamline the event approval process Simplifying and clarifying this process will make the events process more manageable for community-led event organizers as well as more efficient for event reviewers and approvers.
Goal #3	Support new and existing event organizers in running great events Investment in equipping new and existing event organizers with tools and resources that provide training and guidance.
Goal #4	Allocate resources to effectively and efficiently maximize impact Develop a well-defined process for event permit applications that will ensure that existing resources can stay on-task rather than addressing or rectifying issues which need last minute support.

Goal #5	<p>Continue to actively communicate with and invite organizers to host in the City of Vaughan</p> <p>Ensure Vaughan residents and the broader community are aware of upcoming events in the City as well as the opportunities and benefits of hosting future events in Vaughan, as outlined in the Vaughan Destination Master Plan. There are many channels used to promote City-led events, but more opportunities should be explored to promote all events hosted in the City of Vaughan.</p>
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Action Items are identified in this plan as the specific tasks that will help the City of Vaughan with actualizing the Goals as outlined in the strategy.

As a result, **21 actions items** were identified in this plan and vary in their complexity, cost, timelines, and internal roles/responsibilities. They are organized into 6 functional areas:

1. City Procedures
2. Information & Technology
3. Staff Resourcing
4. Logistics & Coordination
5. Engagement & Empowerment
6. Promotion

City Procedures

1. Develop and implement an event classification framework
2. Review and update the Corporate Policies for Events and Corporate Protocols for Events
3. Formalize and implement a SEAT framework
4. Adopt a fast-tracked protocol for last-minute event requests
5. Ensure that a diversity of causes, events, and commemorations are recognized and communicated appropriately
6. Define the City's responsibilities when hosting and supporting events.

Information & Technology

7. Explore a modernized permit application portal that guides users through their specific event requirements and facilitates approvals
8. Build a database of venue options with tags and characteristics to quickly determine which venues are appropriate for a given event

9. Explore developing an accessible calendar of availability for various City-owned venues, resources, and assets
10. Develop a detailed database containing all historical event information to inform an annual Year in Review document

Staff Resourcing

11. Monitor and increase new staff position(s) to support successful Community-led events, as required
12. Monitor and increase resources as needed for key City departments that provide event support (i.e. Recreation Services, Public Works, By-law & Compliance, Licensing and Permit Services (BCLPS), Communications, Marketing and Engagement (CME), Facility Management, Office of the Chief Information Officer (OCIO))

Logistics & Coordination

13. Allow for automatic date holds for recurring successful events
14. Increase minimum application deadline to 30 or 45 days, depending on the type of event
15. Establish a formalized post-event debriefing process

Engagement & Empowerment

16. Offer pre-event consultations for first-time event organizers
17. Create a comprehensive toolkit to guide event organizers through the event approval and planning process
18. Run an annual event workshop to educate event organizers on the rules, processes and protocols for hosting events in Vaughan

Promotion

19. Create increased opportunities to showcase and promote Community-led events through the City's communications channels
20. Promote Vaughan as an "events city" to attract more Signature and Grand Events
21. Maintain an improved, up-to-date, and public calendar of all upcoming events in Vaughan

The implementation of the above 21 actions items involves key departments, timelines required to execute, and high-level cost estimates. The implementation of many aspects of this strategy can be completed using existing resources and no major additional costs.

Financial Impact

Future additional resource requests will be considered through the appropriate annual budget process.

Operational Impact

Internal departments were consulted in the development of this Strategy through either focus groups or one on one interviews.

As the demand and roster of events grows, the operational impacts across the corporation continues to increase.

Broader Regional Impacts/Considerations

N/A.

Conclusion

The Municipal Events Strategy represents a pivotal step forward for the City of Vaughan in its commitment to fostering an engaged and culturally vibrant community through exceptional event experiences. By aligning with the insights gathered from extensive consultation and research, this strategy not only acknowledges existing strengths and challenges, but also sets a clear direction for capitalizing on opportunities and addressing areas for improvement.

Through streamlined processes, enhanced resource allocation and proactive communication, the strategy empowers both City-led and Community-led event organizers to navigate the complexities of event planning with confidence and efficiency. It ensures events in Vaughan continue to be inclusive and diverse, but also orchestrated through a transparent and supportive framework.

As we embark on this journey towards an even more dynamic event landscape, the Municipal Events Strategy serves as a blueprint for modernization and innovation. It positions Vaughan as a leader in municipal events, showcasing our capacity to host memorable experiences that enrich the lives of our residents and attract visitors from near and far.

This strategy is a strengthened commitment to service excellence, inclusivity and community-building. By embracing its principles and implementing its recommendations, we can create a near-future where events in Vaughan continue to be successful, while serving as catalysts for growth, connection and celebration.

For more information, please contact: Anna Dara, Director, Recreation Services, ext. 8028

Attachment

1. Executive Summary - Vaughan Municipal Events Strategy & Implementation Plan (2024-2028), urbanMetrics Inc., March 14, 2024.

Prepared by

Anna Dara, Director of Recreation Services, ext. 8028.

Anna Rose, Recreation Manager, Events, Theatre and Studio Operations, ext. 8036.

Blaze Co, Recreation Manager, Client Services, ext. 8964.

Approved by

A handwritten signature in blue ink, appearing to read 'Gus Michaels'.

Gus Michaels, Deputy City Manager,
Community Services

Reviewed by

A handwritten signature in black ink, appearing to read 'Nick Spensieri'.

Nick Spensieri, City Manager

Attachment 1

VAUGHAN MUNICIPAL EVENTS STRATEGY

EXECUTIVE SUMMARY

(2024-2028)

March 14, 2024

Prepared for the City of Vaughan by
urbanMetrics inc.



SUMMARY

Public gatherings, whether for celebration, reflection, enrichment or commemoration are an integral part of the human experience. The City of Vaughan is committed to ensuring that residents and visitors to our city are afforded the opportunity to gather safely and securely at venues which reflect the expectations of audiences and event organizers. When it comes to events, the City wears many different hats, including, risk assessment, by-law compliance, event permitting, facility/equipment rentals, promotions/communications, event programming and production.

On March 21, 2023, the City of Vaughan (the City, Vaughan) approved the 2022-2026 Term of Council Service Excellence Strategic Plan. The Plan provides an agenda which includes key priorities that will support the needs of the residents and businesses, defined as follows:

- Transportation and Mobility
- City Building
- Environmental Sustainability
- Active, Engaged and Inclusive Communities
- Community Safety & Well-being
- Economic Prosperity & Job Creation
- Service Excellence and Accountability.

The **Vaughan Municipal Events Strategy & Implementation Plan** has been developed with these City-wide priorities in mind. This document is intended to ensure that Vaughan is both a leader and a catalyst for building strong community connections, promoting social and cultural exchanges and championing the benefits of diversity, equity and inclusion in all corners of our city.

In consultation with Vaughan City Staff, elected officials, event organizers, and the public, The Vaughan Municipal Event Plan provides **21 Action Items** for the City of Vaughan to implement over the next 5 years. These Action Items, including implantation specifics are detailed in the full report.

The Action Items in this document are intended to support **5 Strategic Goals** leading to a diverse array of events that bring residents together. The actions are intended to unlock the organizational strengths and creative talents of Vaughan Staff, while simultaneously empowering local organizations to grow and develop their own best-in-class events.

Vaughan Staff will continue to ensure that all events are executed with public health and community safety as a top-priority, and programmed to support, reflect and showcase the diverse interests that make Vaughan a great place to thrive.

WHAT IS THE PURPOSE OF THIS STRATEGY?

The purpose of the Strategy is to guide internal and external event organizers through a timely and streamlined process for hosting an event in the City of Vaughan, including ‘*City-led*’ (produced by City of Vaughan) and ‘*Community-led*’ events (produced by residents, non-profit organizations, and businesses). It provides a road map for how the City can modernize its event permitting processes and empower organizations to deliver safe, best-in-class events which support the diverse needs of our residents.

Simply put: this strategy is intended to help people in all corners of Vaughan to gather and celebrate, safely.

APPROACH

The Municipal Event Strategy was developed following months of extensive consultation and research. It builds on the Current State Assessment Report (February 2023) that summarized Vaughan's current event offerings and processes and highlighted the City's strengths, areas for improvement, opportunities, and challenges when it comes to events. It also integrates the insights of staff, elected officials, local event producers, and most importantly, residents of Vaughan.

12

1-on-1 MEETINGS
WITH CURRENT AND
PAST MEMBERS OF
COUNCIL



158

PUBLIC SURVEY
RESPONSES



9

ROUNDTABLE AND SMALL
GROUP MEETINGS
WITH

36

STAFF MEMBERS

ACROSS

15

DEPARTMENTS

34

STAFF SURVEY
RESPONSES



WHAT WE HEARD FROM EVENT STAKEHOLDERS THROUGH THE PROCESS

Vaughan has the right attitude and energy to become a leader in municipal events.

The current process for facilitating (and municipal permitting of) Community-led events continues to demonstrate opportunities for improvement.

Creative and strategic promotion of events is important to make sure events are clearly communicated and well-attended.

Events are typically attended by “family” audiences.

As the community continues to grow and change there is a need to incorporate a Diversity, Equity and Inclusion (DEI) lens in event planning and programming.

City staff resources are currently stretched thin, especially during peak event season. Going forward, resources will be challenged as we return to more in-person events.

All events carry risk. The City of Vaughan is steadfastly committed to ensuring risks, including public health, safety, and compliance, are managed responsibly.

New “flagship” facilities and venues such as the Vaughan Metropolitan Centre (VMC) and North Maple Regional Park provide an opportunity for the City of Vaughan to showcase their capacity to lead, support, and foster exceptional event experiences.

VISION

Vaughan supports and celebrates events that are diverse, safe, welcoming and accessible for all who live, visit, play and work in our community.

GUIDING PRINCIPLES

Vaughan supports CITY-LED and COMMUNITY-LED events which are:



Impactful

Events are fun, insightful or memorable.



Unifying

Events build community bonds and facilitate a sense of belonging for all residents.



Barrier Free

Events are safe, welcoming and fully-accessible for all audiences.



Affordable

City-led events are free. Community-led events are encouraged to provide affordable ticket options.



Representative

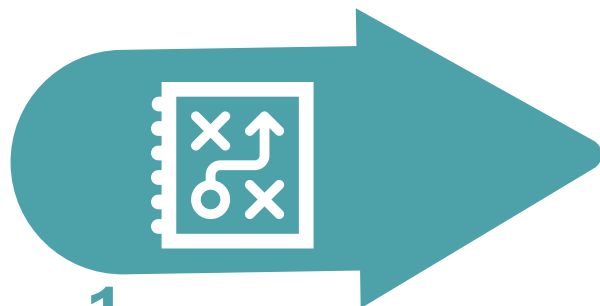
Events celebrate Vaughan's diversity and promote inclusion.



Collaborative

Events provide a platform for partnership and collaboration between City event staff and community organizations, including private event planners and organizers.

STRATEGIC GOALS



1.

Clarify roles & responsibilities



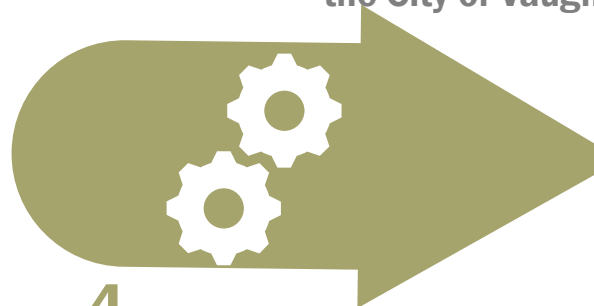
2.

Streamline the event approval process



3.

Support new and existing event operators in running great events



4.

Allocate resources to effectively and efficiently maximize impact



5.

Continue to actively communicate with and invite organizers to host in the City of Vaughan



Goal #1: Clarify internal responsibilities and event priorities.

The first Goal is about clarifying internal responsibilities and event priorities. The events process is a system of moving parts that involves input from various departments. The success of this process relies upon all internal parties knowing exactly what they should be doing, when they should be doing it, and what the event priorities are at any given time. City staff broadly recognize the value and importance of a clear delineation of roles and responsibilities to support an efficient and effective event delivery process.



Goal #2: Streamline the event application and approval process.

The second Goal is about improving the process of applying for and approving events. This process can be complicated and multi-faceted and often requires a fair amount of knowledge and navigation. Simplifying and clarifying this process will make the events process more manageable for event organizers as well as more efficient for event reviewers and approvers.



Goal #3: Empower new and existing event organizers to run great events.

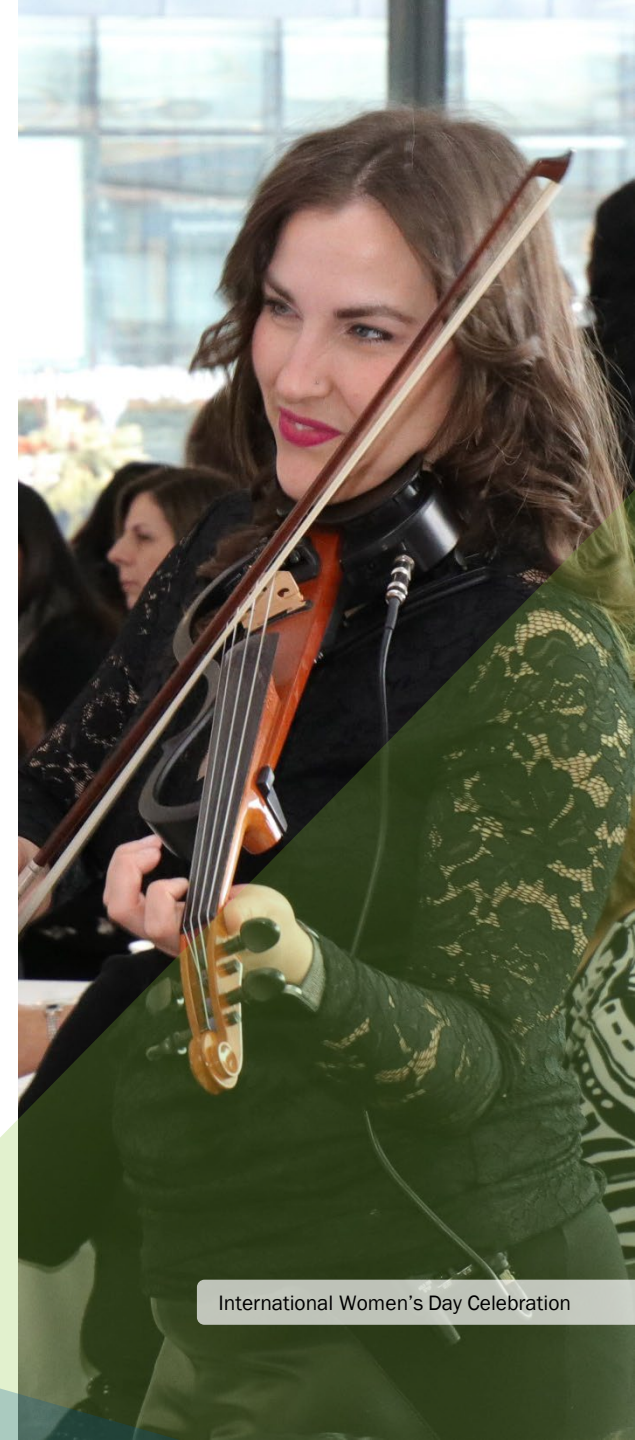
The third Goal is about building event planning capacity amongst community event organizers. The City is motivated to recognize more causes through various types of events or celebrations but doing so will require more collaborations and partnerships with existing as well as first-time community event organizers. To equip these event organizers, tools and resources that provide training and guidance must be invested in.

Goal #4: Allocate resources effectively and efficiently to maximize impact.

The fourth Goal is about strategically allocating resources and ensuring that there is enough time and human resource capacity to achieve the City's event goals. A well-defined process for event permitting will ensure that existing resources can stay on-task rather than addressing or rectifying issues which need last minute support. Going forward, this will require a combination of new and/or modified city-led procedures, new staff positions, investments in new event-related assets, new ways of managing workflow, event scheduling, planning, permitting and enforcement.

Goal #5: Continue to actively communicate with and invite organizers to host in the City of Vaughan.

The fifth and final Goal is about making sure residents and the broader community are aware of upcoming events in the City as well as the opportunities and benefits of hosting future events in Vaughan as outlined in the Vaughan Destination Master Plan. There are many channels used to promote city-led events, but more opportunities should be explored to promote all events hosted in the City of Vaughan. Further communication channels and relationship management techniques should continue to be utilized to clearly position Vaughan as an ideal place to host events.



International Women's Day Celebration

ACTION ITEMS

Action Items are the specific tasks that will help the City of Vaughan actualize the Vision Statement and Goals outlined in this Strategy.

The 21 Action Items identified in this plan vary in their complexity, cost, timelines, and internal roles/responsibilities. The action items are structured within six functional areas, including:

- City Procedures,
- Information & Technology,
- Staff Resourcing,
- Logistics & Coordination,
- Engagement & Empowerment, and
- Promotion

CITY PROCEDURES

1. Develop and implement an event classification framework.
2. Review and update the Corporate Policies for Events and Corporate Protocols for Events.
3. Formalize and implement a SEAT framework.
4. Adopt a fast-tracked protocol for last-minute event requests.
5. Ensure that a diversity of causes, events, and commemorations are recognized and communicated appropriately.
6. Define the City's responsibilities when hosting and supporting events.

INFORMATION & TECHNOLOGY

7. Explore a modernized permit application portal that guides users through their specific event requirements and facilitates approvals.
8. Build a database of venue options with tags and characteristics to quickly determine which venues are appropriate for a given event.
9. Explore developing an accessible calendar of availability for various City-owned venues, resources, and assets.
10. Develop a detailed database containing all historical event information to inform an annual Year in Review document.

STAFF RESOURCING

11. Monitor and increase new staff position(s) to support successful Community-led events, as required.
12. Monitor and increase resources as needed for key City departments that provide event support (i.e., Recreation Services, Public Works, By-Law, Communications, Marketing and Engagement, Facility Management).



Lunar New Year

LOGISTICS & COORDINATION

- 13. Allow for automatic date holds for recurring, successful events.
- 14. Increase minimum application deadline to 30 or 45 days, depending on the type of event.
- 15. Establish a formalized post-event debriefing process.

ENGAGEMENT & EMPOWERMENT

- 16. Offer pre-event consultations for first-time event organizers.
- 17. Create a comprehensive toolkit to guide event organizers through the event approval and planning process.
- 18. Run an annual event workshop to educate event organizers on the rules, processes and protocols for hosting events in Vaughan.

PROMOTION

- 19. Create increased opportunities to showcase and promote Community-led events through the City's communications channels.
- 20. Promote Vaughan as an "events city" to attract more Signature and Grand events.
- 21. Maintain an improved, up-to-date, and public calendar of all upcoming events in Vaughan.

CONCLUSION

Community gatherings – events - play an integral role in the health and well-being of our residents. This Strategy was carried out to help the City of Vaughan make small but important refinements in the delivery and oversight of public-facing events that celebrate the very best of what Vaughan has to offer.

This Strategy is focused on both City-led and Community-led events and provides a detailed plan for how the City of Vaughan can make small but important improvements to ensure the delivery of safe and meaningful events that draw residents closer together.

The recommendations in this Strategy were based on extensive research and consultation with key stakeholders that represent various perspectives around municipal events. These perspectives informed all elements of the Strategy and helped define a road map towards an event landscape in Vaughan that builds on existing strengths, tackles challenges, and takes advantage of opportunities.

Achieving the goals set out in this Strategy will require buy-in and commitment from both internal and external stakeholders. Without this, the full potential of Vaughan's events will not be reached, and opportunities will be left untapped. But with the right dedication and resourcing, the City of Vaughan is well-positioned to become a shining example of event excellence with a full calendar of events which are inclusive, diverse and exciting for residents and visitors.



