



Interkom
STANDARDS FOR INTERCOMING

Agenda

- Introduction
- Flato Markham Theatre Report Card
- 2016-2020 Strategic Plan: Goals and Objectives
- Competitive Landscape and Vision

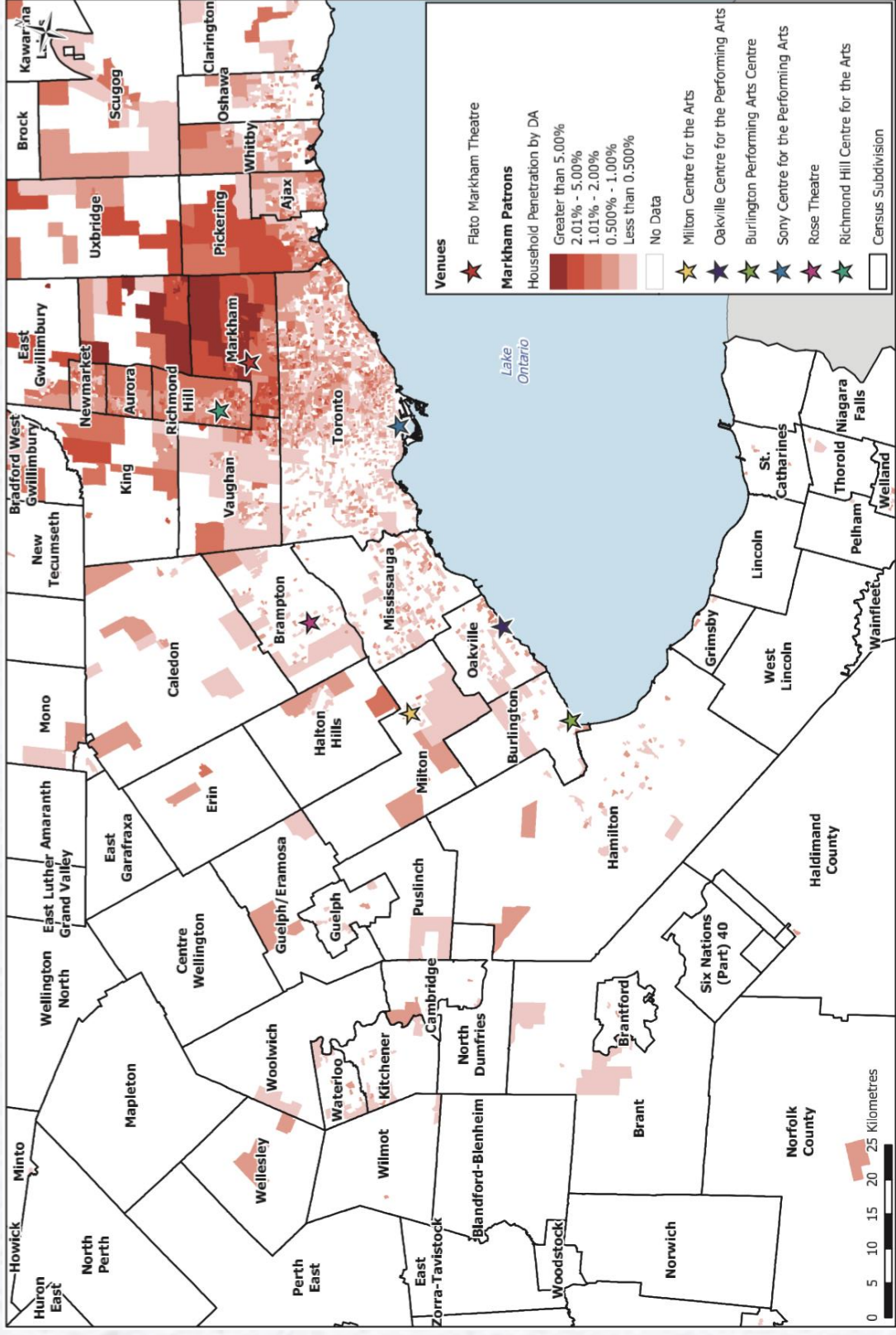
Introduction

In 1985, the efforts from a visionary community and Town Council led to the creation of the Markham Theatre.

Flato Markham Theatre Report Card

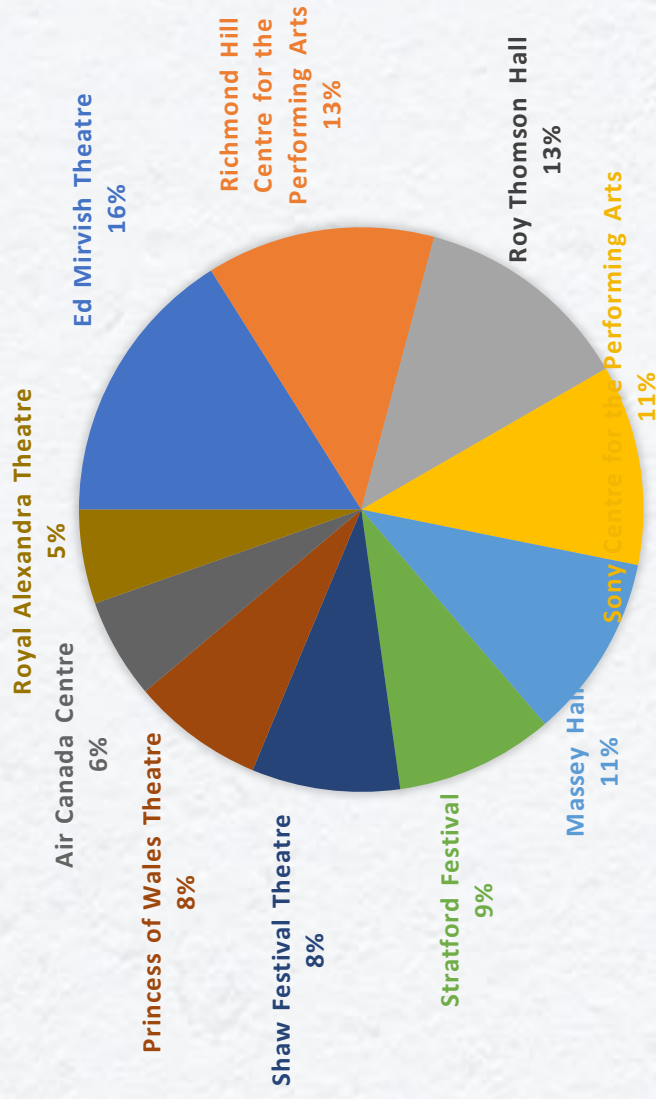
- Under the current Theatre management:
 - **Utilization:** The Theatre has been heavily used throughout the year, and at capacity, with rental clients and summer camps on waitlists
 - **Programming:** The Theatre has experienced exponential programmatic growth over the past seven years, including the Diamond Series performances and educational performances
 - **Audience development:** In order to raise awareness of arts in diverse communities in Markham, Discovery Program was developed to nurture and build future audiences for the arts
 - **Revenues:** The Theatre has increase revenues on all fronts, including ticket sales, rental revenues, summer camp registrations, fundraising and in-kind donations
 - **Financial Performance:** The Theatre has consistently maintained the originally targeted level of net costs for operation and programs
 - **Services:** Excellence in services to Markham's diverse communities

Flato Markham Theatre – Patrons by Dissemination Area



Flato Markham Theatre - Competition

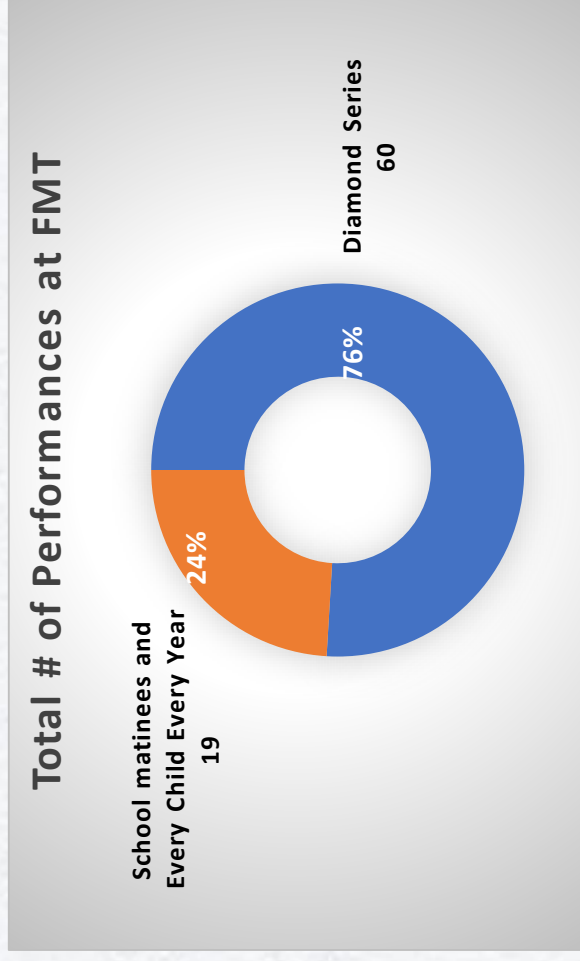
In the Patron Survey we conducted, we asked “In addition to the Flato Markham Theatre, what other performing arts centre(s) do you visit?” Here are the top 10 answers:



It demonstrates that patrons perceive the Flato Markham Theatre as a top tier Performing Arts Centre.

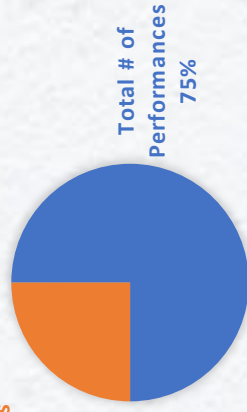
Flato Markham Theatre

Overview of Diverse Performances



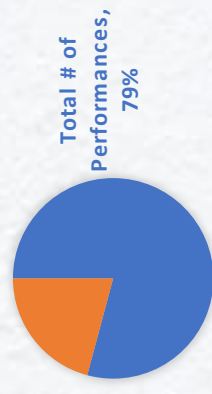
Diamond Series

of Diverse Performances
25%



School Matinees and Every Child, Every Year

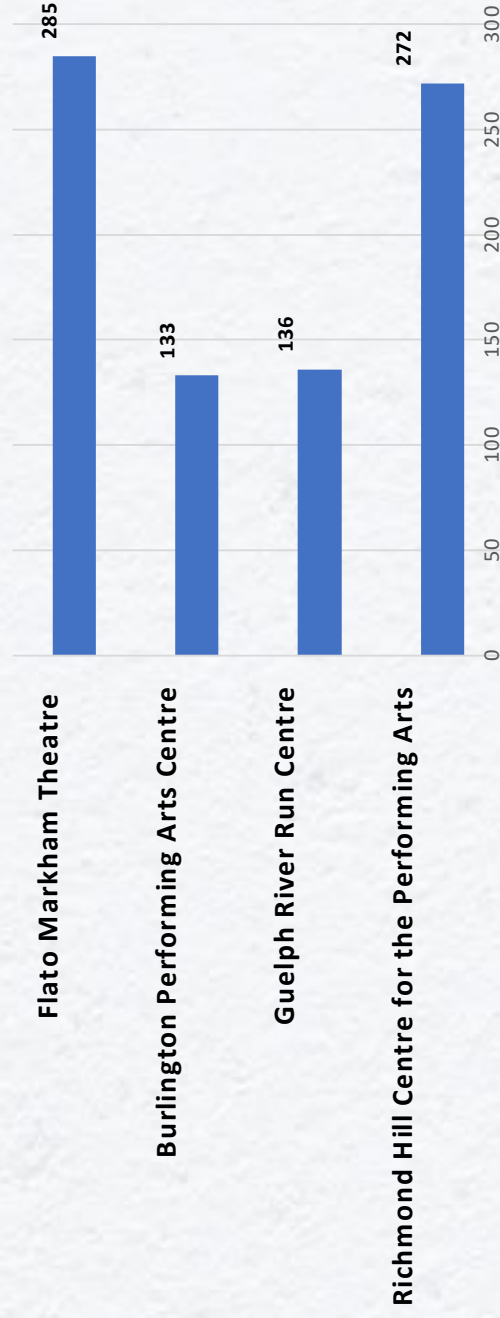
of Diverse Performances,
21%



Flato Markham Theatre - Usage

What is remarkable about the Flato Markham Theatre is that this high utilization rate is being achieved with **only one theatre space** compared to 2-3 rental venues in the comparative venues.

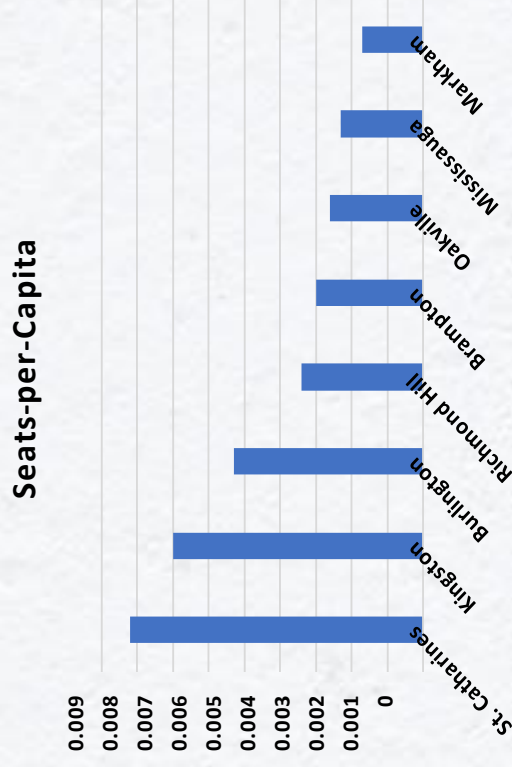
Days of Usage of the Main Theatre



Flato Markham Theatre – Seats-per-Capita

For comparison by seats-per-capita in the GTA performing arts venues, Markham is **by far the lowest in the GTA**:

<u>Municipality</u>	<u>Seats per Capita</u>
St. Catharines	0.0082 seats per capita
Kingston	0.0070 seats per capita
Burlington	0.0053 seats per capita
Richmond Hill	0.0034 seats per capita
Brampton	0.0030 seats per capita
Oakville	0.0026 seats per capita
Mississauga	0.0023 seats per capita
Markham	0.0017 seats per capita



Reality Check

- The Flato Markham Theatre is now over 30 years old; during the same period of time, Markham population has grown from 60,000 to 350,000
- The Theatre:
 - Lacks many of the amenities necessary for a truly first-class audience experience
 - Lacks a fly tower which limits the type and scope of performances possible; it doesn't allow a performance to be experienced at full production impact
 - With just 527 seats, performance revenue is limited and therefore the type of performers the theatre can attract are limited by the ticket revenue potential
 - With just one theatre space, the usage of the theatre has been maxed out

2016-2020 Strategic Plan: Goals and Objectives

Goal #1: Explore the feasibility of developing a new theatre complex

- **Objective #1:** Carry out a Feasibility Study for a new performing arts facility

2016-2020 Strategic Plan: Goals and Objectives

Goal #2: Create an industry leading program and organization that champions the diversity and innovation of Markham

- **Objective #2:** Develop a comprehensive diversity plan
- **Objective #3:** Develop a five-year plan to expand the Discovery Program
- **Objective #4:** Integrate technology and innovation into Theatre programming

2016-2020 Strategic Plan: Goals and Objectives

Goal #3: Building a sustainable infrastructure

- **Objective #5:** Create a sustainable staffing model
- **Objective #6:** Establish a programming policy for a sustainable Professional Entertainment Series
- **Objective #7:** Strengthen relationship with the community and update rental policies
- **Objective #8:** Establish a charitable foundation
- **Objective #9:** Develop a brand identity that accurately reflects the current theatre reality
- **Objective #10:** Develop an effective communications strategy directed at Council, City Administration and Theatre stakeholders

City of St. Catharines – Population 133,000



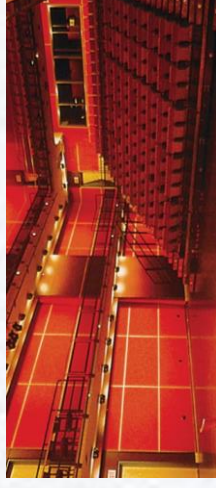
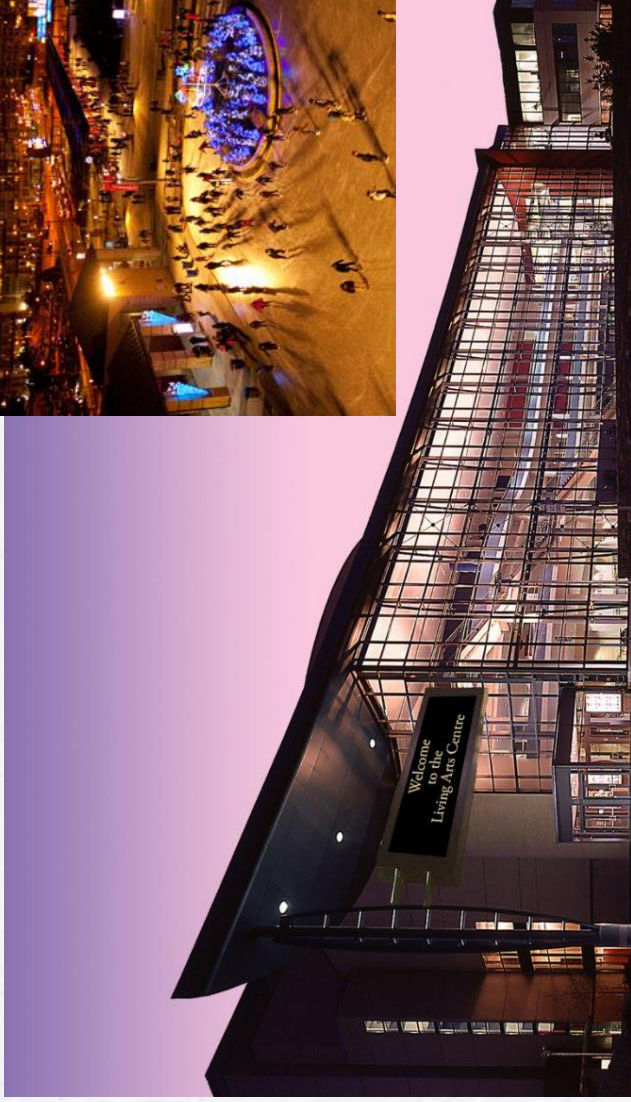
FirstOntario Performing
Arts Centre – 4-venue
Complex

Adjacent to:
Brock University's
Marilyn I Walker School of
Fine and Performing Arts

City of St. Catharines – Multi-Venue Theatre next to the Brock U. Performing Arts School



City of Mississauga – Living Arts Centre and Celebration Square



Brand Review: Purpose and Proposed New Identity

- To review the Theatre brand identity and strengthen its marketing position
- To develop a Brand Identity that accurately reflects the current theatre reality
- To celebrate and recognize the continued naming commitment of Flato Developments



New brand tagline: “**where art comes
alive**”

Vision for Flato Markham Theatre

Leader in Diversity and Innovation!

- By 2031, the population of Markham is expected to be 421,600
- What we know is that today the Flato Markham Theatre cannot meet the needs of the current market, let alone what the market will be in 5, 10 or 20 years
- The timing of planning for the Flato Markham Theatre's future needs should also align within the planning horizon of the York University Markham campus
- It would be prudent for the City of Markham and community leaders to start the planning process now for those future needs
- Just like Markham officials did 32 years ago when they planned and approved the construction of the current Flato Markham Theatre