

APPENDIX B

Flato Markham Theatre - 2017-2021 Strategic Plan and Brand Review - Implementation Timeline

(updated on April 11, 2017)

GOAL #1: Explore the Feasibility of Developing a New Theatre Complex

Initiative	Action	Year 1	Year 1-2	Year 2-3	Year 3+
Objective #1: Carry out a Feasibility Study for a New Performing Arts Facility	1. Implement a Needs Assessment study to more accurately predict the current and future facility needs for a performing arts venue(s) in Markham		✓		
	2. Look at potential locations for new facilities that can most positively impact the development of Markham as a cultural vibrant and exciting community to live			✓	
	3. Look at development and funding models including Public Private Partnerships			✓	
	4. Access Federal Heritage facility planning funding	✓			
	5. Begin a dialogue with real estate developers and community leaders to examine interest and options in a performing arts centre development, possibly in the new Downtown Markham currently under development				✓
	6. As part of a feasibility study for a new performing arts facility, the City of Markham should examine the possibility of incorporating a facility within the performing arts centre that could meet the technological needs of York University's media program and additionally meet the needs of local artists using cutting edge technology in their work	✓	✓	✓	✓
	7. Position Markham at the leading edge of the convergence of performing arts, diversity, and technology, a natural development for a community with so many leading technology				✓
	8. Position a new performing arts centre in Markham as a unique facility within the GTA and the country				✓

GOAL #2: Create an Industry Leading Program and Organization that Champions the Diversity and Innovation of Markham

Initiative	Action	Year 1	Year 1-2	Year 2-3	Year 3+
Objective #2: Develop a Comprehensive Diversity Plan	9. Develop a five-year plan to diversify staff beginning with front of house ushers and ticket takers	✓			
	10. Continue to build direct relationships with Markham's diverse communities to help in diversifying staff and audiences		✓	✓	
	11. Create bilingual or multilingual marketing materials		✓	✓	
	12. Continue to enhance programming plan within the Professional Entertainment Series to expand the offerings of performers that reflect the diversity of Markham with a focus on Asian and South Asian communities	✓	✓		
	13. Develop a commissioning plan to develop work from Canadian performing arts groups that reflect Markham's diversity		✓		
Objective #3: Develop a Five-Year Plan to Expand the Discovery Programs	14. Take the lead in helping develop tours for diverse artists within touring networks like Ontario Presents		✓	✓	
	15. Build direct relationships in collaboration with local businesses and arts organization abroad that can bring performances of interest to Markham's audiences with a priority focused on Hong Kong, mainland China, Taiwan, India and south Asian based organizations	✓	✓	✓	✓
	16. Create an Endowment Fund to support the long term development of the "Every Child, Every Year" program	✓	✓	✓	✓
	17. Review rental strategies to enable the Theatre to expand the number of dates available for this program		✓		
	18. Add an additional grade annually	✓	✓	✓	
Objective #4: Integrate Technology and Innovation into Theatre	19. Continue to grow the "Camp" of the Theatre through use of community centres as staff and resources become available		✓	✓	
	20. Develop "Camp" programs that also include artistic disciplines that connect Markham's diverse communities			✓	
	21. Explore international cultural partnership opportunities to introduce cutting edge technology in performing arts production and position Markham as a leader within the GTA and in the country		✓	✓	✓

Programming	22. Examine the possibility of incorporating technology and innovation in the performing arts centre that could meet the technological needs of York University's media program and additionally meet the needs of local artists using cutting edge technology in their work	✓	✓	✓
	23. Connect and build relationships with many leading technology companies in Markham for innovation in performing arts production and audience experience	✓	✓	✓

GOAL #3: Building a Sustainable Infrastructure

Initiative	Action	Year 1	Year 1-2	Year 2-3	Year 3+
Objective #5: Create a Sustainable Staffing Model	24. Identify current staffing needs and align future programmatic growth to a sustainable staffing model	✓			
	25. Develop business case rationale for new support	✓			
	26. Identify strategies for addressing the staffing shortfalls through FTE's, contract employees or contracting out work	✓	✓		
	27. Develop a succession plan for key staff			✓	
	28. Look at hiring a fundraiser or a fundraising consultant	✓			
	29. Review skills and training needs to support a more data driver, evidence based organization in marketing, fundraising and box office		✓	✓	✓
Objective #6: Establish a Programming Policy for a Sustainable Professional	30. Create a guiding policy for programming	✓			
	31. Define program goals and mix	✓			
	32. Develop 5-year programming plan that aligns resources to program that creates a sustainable model and takes into consideration staff resources and theatre availability		✓		
Objective #7: Strengthen Relationship with the Community and Update Rental Policies	33. Revise the first-come, first-served rental policy and develop a new matrix for rental priority that aligns more closely with the organization's mission		✓		
	34. Develop policies that address the balance of rentals and Professional Entertainment Series and education initiatives in alignment with the organizational mission	✓			
	35. Explore ways to support the community program providers through special artistic initiatives, shared marketing support, and production skills development		✓	✓	✓
	36. Explore ways to cultivate new community program providers especially from diverse communities that may not be represented in the current mix of theatre users		✓	✓	

Objective #8: Establish a Charitable Foundation	37. Establishing a Foundation including transitioning the current Advisory Board to a Foundation Board		✓	✓	
	38. Explore steps needed for incorporation and charitable status	✓			
	39. Explore the feasibility of maintaining funds at the York Community Foundation prior to receiving charitable status from Canada Revenue Agency	✓			
	40. Develop endowment and investment policies		✓		
	41. Develop endowments in support of the Professional Entertainment series and Every Child Every Year program		✓	✓	✓
Objective #9: Develop a Brand Identity that Accurately Reflects the Current Theatre Reality	42. Look at hiring a fundraiser or a fundraising consultant reporting to the Foundation		✓		
	43. Create a new or updated identity to be launched in 2017	✓			
	44. Develop and launch a stand-alone website that will allow Flato Markham Theatre to have its own consumer focused brand presence	✓			
	45. Increase integration of digital platforms, including social media into the marketing communications plan	✓			
	46. Add analytics to the marketing activities which will allow for better marketing investment measurement and management	✓	✓		
	47. Actively build and manage the Theatre database, including patron list, rental client list, members list, partners & sponsors lists	✓	✓	✓	✓
	48. Rework the marketing planning process based on an audience segmentation strategy, with the goal of changing demographic and consumer behaviour	✓	✓	✓	✓
	49. Develop a strategy to communicate directly with City Council and senior City Administration on a biannual basis in a face to face meeting with the Chair of the Advisory Committee and the General Manager to more effectively educate these key authorizers on theatre operations, successes, and priorities				
	50. Publish an Annual Report outlining accomplishments over the preceding year and including audited financial statement and theatre use statistics	✓	✓	✓	✓
	51. Commission an Economic Impact Study to quantify the economic impact of the theatre on the community		✓		
Objective #10: Develop an Effective Communications Strategy Directed at Council, City Administration and Theatre Stakeholders	52. Simplify and reduce the number of key indicators that the Theatre tracks and reports on annually for more effective communication	✓			