



Markham Arts Council Strategic Plan (DRAFT)

For the Period of 2015 -2019

LIFETIME CONSULTING SERVICES

December 10, 2014

To: Markham Arts Council Board of Directors
From: Kathy Wiele, Lifetime Consulting Services
Date: December 5, 2014
Re: Final Draft Strategic Plan



Dear MAC Board Members,

Thank you for the excellent opportunity to work with the Board on the MAC Strategic Plan. Attached please find the final draft of the document for your review and completion.

May I suggest that, in order to finalize the Strategic Plan, the Board review, complete and/or make any vital and necessary changes to the draft components of the Strategic Plan by the January 2015 Board meeting including:

- Vision and Values to the year 2020
- MAC Mission and Core Functions
- Goals and Strategies
- 2015 Work Plans for the priority MAC Initiatives

As promised, I have provided for your consideration Appendix D, Linkages with City of Markham Plans, which includes a summary review of the City of Markham's key strategic documents with a view to some possible linkages between MAC and the municipality. I suggest that MAC identify in its final Strategic Plan some possible linkages with the City that demonstrate MAC's interest in partnering to achieve Markham-based arts and culture goals over the next three to five years.

I have included Appendix E - Monthly Initiative Tracking Form and a Monitoring Checklist for MAC's use at its monthly Board meetings to keep the Strategic Plan initiatives on track in the years ahead.

To maintain the momentum for the Strategic Plan, I suggest that the revised and final Strategic Plan is tabled at the January 2015 Board meeting and adopted by the Board at the February 2015 Meeting. At that time, the Board members would sign the authorization form on Page 2 to illustrate the Board's commitment to achieving the results that it has determined are central to the organization's future success.

Thank you again for the excellent opportunity to work with the Board on its Strategic Plan.



Kathy Wiele
Lifetime Consulting Services

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Board Authorization of Strategic Plan

During the fall of 2014, the Markham Arts Council engaged in a Strategic Planning Process, facilitated by Katherine Wiele of Lifetime Consulting Services. The following Board members participated in the process, which resulted in this Strategic Plan.

Authorization designates Board Member's approval of the strategic direction and action plans described in this strategic plan document.

Board Member: _____	Date Signed: _____
Board Member: _____	Date Signed: _____
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Introduction

The Markham Arts Council undertook a Strategic Planning Process during the autumn months of 2014. Facilitated by Katherine Wiele of Lifetime Consulting Services, Board members and invited guests participated in two strategic planning workshops. At the first workshop on November 5th, the Board drafted vision, value and mission statements and identified some key initiatives to guide the organization over the next 3-5 years. (Participant List in Appendix F).

This work was augmented with the results of twenty-four interviews completed by Katherine Wiele with members and stakeholders of the Markham Arts Council (MAC). They discussed the strengths of MAC, and some of the more pressing challenges it is facing. Interview participants conveyed their ideas for the future success of MAC, including what its mandate, core functions and key initiatives should be in the next five years.

At the second workshop, November 26, 2014, Board members developed action plans for the priority initiatives.

This report is a culmination of the work completed throughout the Strategic Planning Process and makes some recommendations for advancing the work of MAC. It identifies MAC's:

- Vision
- Mission
- Primary functions
- Strategic initiatives with work plans
- Strategic Plan monthly reporting templates
- Potential linkages between the City of Markham and MAC's strategic priorities

Organizational Description

The Markham Arts Council is a registered, non-profit organization. Established in 2004, MAC was formed to enrich the lives of Markham residents through arts and cultural programming and initiatives. MAC connects the community with the arts and supports artists in Markham through:

1. **Collaboration:** Providing space for artists from varying disciplines and cultural backgrounds to work together on collaborative projects and initiatives.
2. **Creativity:** Fostering and nurturing creativity by providing emerging and established artists with opportunities to grow and learn. Providing the support, advice and encouragement artists need to pursue their passions.
3. **Community:** Building a stronger, more unified arts community that encompasses literature, experimental art, visual arts, new media, music, dance, performance and dramatic arts. Advocating for the arts in the City of Markham.

Since 2011, MAC has focused on providing more professional programming including:

- International Festival of Authors (IOFA) /Markham --Founded in 2011, known as the #1 IFOA touring event in Ontario
- Markham at the Movies -- Partnership with TIFF Film Circuit. Average 400 attendees per screening, and more than 10,000 attendees since 2011
- Markham Teen Arts Council -- Since fall 2012, MTAC has impacted 13 000+ teens through 24-Hour Film Challenge, Art Show, Photo Contest, Word Up!
- Markham Creative Photography Group -- Founded in 2013, has over 500 members
- Holiday Artisan Show & Sale -- New in 2013 and expanding in 2014

Markham Arts Council believes in working with partners, whenever possible, to deliver top-notch programs, such as Pecha Kucha with Markham Public Libraries and Varley Art Gallery; the Arts Exposed Conference, with York Regional Arts Council; York Slam; and the Master of Fine Arts Writers Workshop with Humber College and IFOA.

MAC's latest initiative is LaVaLab, an online website/digital portal and Literary and Visual Arts Journal. When complete, it will unify, showcase and promote the work of York Region writers and artists in one online location.

Vision, Values, Mission, and Core Functions

On November 5, 2014, the first of two strategic planning workshops was convened with the Markham Arts Council Board. The purpose of the workshop was to develop draft vision, values and mission statements as well as identify key initiatives or goals to guide the organization over the next five years.

Vision 2020

Markham Arts Council is a hub for creative excellence with a stellar reputation for high quality art initiatives. All forms of art and artists are welcome and included under the MAC umbrella, which provides exceptional knowledge, expertise, opportunities and recognition for its artistic community.

Through diverse forms of community engagement and rewarding partnerships (with the City of Markham, businesses, schools, artists and art organizations) MAC's committed and engaged Board ensures a financially sustainable organization to serve the community and encourage a new generation of artists who will keep art alive, vital and prosperous in Markham.

Values

- MAC endeavours to promote and support **high quality and creative** art opportunities and events.
- MAC is **accountable and transparent** in its day-to-day operations, governance and management.
- MAC is a **resourceful, committed and persevering** problem solver, adept at finding creative solutions for sustaining the organization and providing exceptional opportunities for artists.
- MAC is **collaborative** with and is **well connected** to its artists, audiences, partners and allies.
- MAC is **inclusive and diverse**, reaching out to all of Markham's communities and encouraging artists of all ages, abilities and ethnicity.

Mission and Core Functions

The Markham Arts Council is a non-profit, charitable organization that serves, promotes and cultivates Markham's diverse artists and arts and culture organizations by:

- Providing information and resources
- Creating forums/opportunities for learning, connecting and sharing
- Showcasing artistic endeavours

Key Initiatives: Success 2020

To achieve its vision and mission by the year 2020, MAC identified a list of seven key possible initiatives to move the organization toward a successful future. These initiatives included:

- A financial sustainability plan & action to have a broad base of annual revenues
- A governance plan to define board & staff roles, responsibilities, decision making process, & transparency
- A marketing plan to define who MAC serves specifically, what MAC does for those it serves, etc.
- An annual service/program work plan to inform/engage artists, arts & culture organizations, & partners
- A City-MAC partnership-building strategy
- LaVaLab Year 2 & 3 implementation plan
- Plan for connecting with diverse artists & arts & culture organizations

The plan for connecting with diverse artists and arts and culture organizations was amalgamated with the marketing initiative for the ranking of initiatives during the second Strategic Planning Workshop.

Goals and Strategies

The second Strategic Planning Workshop for the Markham Arts Council (MAC) was convened on November 26, 2014 at the Markham Civic Centre. Approximately 16 participants ranked the key initiatives, from the first workshop, and developed work plans (included in Appendix A) to achieve the goals.

Initiative/Goal Ranking

Workshop participants individually ranked each of the six initiatives. All the scores were tallied to provide an overall score for each initiative or goal. The results are presented here, in descending order of priority.

Key Initiative or Goal	Total Score
Financial Sustainability	82
Governance	63
Annual Service Plan	37
Creative Partnerships	34
Marketing	33
LaVaLab	11

Initiative Planning

Small groups of 2 to 4 participants discussed the initiatives in detail addressing strategies solutions, and desired results for 2015.

Initiative 1: Financial Sustainability Plan

(Jane, Peter, Moe)

Statement of the Issue/Problem

- Not enough funds to pay expenses in 2014
- No City debt retirement plan
- No annual MAC funding in annual City budget
- Previous lack of City Council support for MAC, although MAC sees support from newly-elected City Council
- Declining membership base
- Perceived lack of financial transparency
- Lack of sustainable, annual revenue diversity, e.g., memberships, fundraising, donors, grants, others

The Solution

Develop diverse revenue/funding sources

Draft Goal Statement for Financial Sustainability

Revenue is greater than or equal to expenses

Some Key Strategies

- Increase membership drives
- Increase fundraising events
- Increase sponsorship drives
- Increase donation results
- Increase revenues from grants

2015 Key Results

- Look at historical membership; must track number of members and increase by 10%
- Fundraising revenue should equal or be greater than expenses
- Sponsorship dollars equal (ideal client) marketing plan
- Donations dollars – marketing plan
- Grant dollars plan

Immediate Action Step(s) by March 2015

- Set Monthly targets, issue tax receipts, get more details
- Staff hours and manpower to implement, research

Initiative 2: Governance Plan

(Diane, Nirmala, Karen)

Statement of the Issue/Problem

- Lack of recruitment, orientation, and development of Board, subcommittee members, and volunteers, e.g., no written orientation package for new board members
- Lack of Board member understanding of legal, financial responsibilities and obligations
- Authority levels not defined, e.g., financial, speaking on behalf of MAC to others
- Confused decision-making protocols
- Lack of clear understanding/expectations of roles & responsibilities for Executive, Board, Staff & Sub- Committees

Draft Goal Statement for Governance Plan

Increase Executive, Board and Staff effectiveness

Key Strategies

1. Form a **Governance sub committee** of the Board
2. **Research Best Practices and Resources, including a facilitator**
3. Conduct Board self-assessment and needs analysis + Office assessment and needs analysis.
4. **Expand MAC structure** to recognize and include Executive, Board, Office Staff, Member Subcommittees, General Members & Ambassadors (event volunteers), and Satellites (MTAC, M@M, MCPG).
5. **Assign Board members to key partnerships/collaborations:** LaVaLab, YRAC, City Committees
6. **Create sub committee structure** (to manage projects and reduce workload on office) with training & resources: Governance, Marketing & Communications, Building Capital, Building Community, Events (one each), others
7. **Update general membership** levels and benefits & create welcome package for new members.
8. Establish **recruitment processes** for Board and general members, and volunteers/ambassadors.
9. Establish **training processes** for Board and general members, and volunteers/ambassadors.
10. Begin **training** (on being a Board member, on being a MAC Board member, meeting management, etc.) and **diversification** (incl. artists & arts organization reps., professional skills, culture, gender) of Board. **Clarify roles and responsibilities** (incl. communication, workflow and decision-making protocols) for **Board, Executive, Committees and Staff.** Supply orientation packages.
11. **Update/create Legals:** Bylaws; Guidelines for MOUs/partnership agreements; Staff job descriptions/contracts
12. **Update/create Procedures:** Event/activity Proposal, Recruitment
13. **Build Bank of Resources** for internal and external use.
14. Plan for creation of an **Advisory Council.**
15. Explore concept of payback training – Philip Chow

Initiative 3: Annual Service Plan

(Kim, Judy, Pat)

Statement of Issue/Problem:

- Annual plan is not clearly proposed & formally decided upon in well in advance
- Mission & core functions are not guiding selection of annual services
- No formal board approval for & evaluation of activities within annual service plan for committees/individuals
- Last minute approach gives appearance of being disorganized to partners & member organizations

The Solution

Annual service plan is approved with goals, diversity, link with the partners, approved MAC sponsored events, know when they are happening, using mission and core functions statement as a criteria for events/services

Draft Goal Statement for Annual Service Plan

- Increase MAC organization and plan for “arts”
- Increase the awareness and support of the arts
- Increase partnerships with Varley, Library, City, Museum
- Increase activities with diverse, ethno-cultural arts groups

Some Key Strategies

1. Organization – time lines in advance
2. Identify events/services
3. Create sub committees, attendees at partners meetings

2015 Key Results

- Plan and hold successful events, track attendance, get feedback, evaluate event and decide on future

Immediate Action Step(s) by March 2015

Form a committee to plan and make recommendations and evaluate current events.

Initiative 4: Creative Partnership Plan

(Sheniz, Janelle)

Statement of Issue/Problem:

- City & MAC have not had a discussion about how MAC can contribute to City goals & objectives, e.g., Diversity Action Plan, Integrated Leisure Plan, Culture Policy & Plan
- Creative partnerships with City arts & culture organizations, e.g., Varley, Library, etc., lack clarity
- City questions the effectiveness of MAC – perceived as unorganized, unfocused, lacking transparency
- MAC has contributed time & energy to support arts & culture in Markham with little recognition for its efforts

The Solution

- Pool resources that will be mutually beneficial
- Awareness of MAC volunteers
- Providing opportunities to draw people to events
- Providing artists/cultural hub for Markham-- invest in Markham

Draft Goal Statement for Creative Partnership

- Identify, clarify and/or increase mutually beneficial partnerships
- Resource-wise, community
- Collaborative through lens of annual plan

Some Key Strategies

- Outreach to partners
- Identify key organizations that have access to our desired demographic/target audience, including City of Markham, who we could partner with
- Find/reach out to mutual beneficial partnerships
- Group partnerships together and have a forum/meeting; identify needs of both parties and how to fulfill them

2015 Key Results

- Increase membership – monthly markers
- Increase attendance of MAC related events – audience count
- Increase in sponsorship dollars – revenue increase
- A partnership package; standardized and readily available; includes M.O.U., agreement/contract; put partnership form in sponsorship package

Immediate Action Step(s) by March 2015

- Identify our needs/what we can provide through annual plan
- Research potential partners who meet our needs
- Invite partners to a forum meeting to develop strategy
- Work with marketing/partnership outreach to get our name out
- Develop a partnership plan that coincides/complements existing programming (in addition to sponsorship plan)
- Establish immediate needs
- Partnership recognition

Initiative 5: Marketing Plan

(Muzna, Sam, Pat)

Statement of Issue/Problem

- Primary, secondary (& tertiary) target membership groups not clearly defined or understood
- MAC services to target groups not clearly articulated
- Membership trends for past 1 to 5 years unknown to board members
- Action plan to maintain & recruit target markets not decided upon & in place

The Solution

- Develop clear messaging (who, what, how)
- Ambassadors to carry out the message
- Design thinking workshop – Muzna's resources
- Define target markets (primary, secondary)

Draft Goal Statement for Marketing

- Clearly define consistent messaging that can be carried out by brand ambassadors
- Develop measurable outcomes for all programs and services

Some Key Strategies

- Set KPS's and measures of success
 - identify short and long term goals
 - develop evaluation criteria
- Break down marketing and promo plans on a per project basis
 - develop campaigns

2015 Key Results

- A marketing and communications plan broken down by project (programs and services) that will illustrate specific key performance indicators
- Increase in membership numbers
- Track website traffic and social media
- Track number of attendees, who they are, number of phone/email enquiries
- Make e-blasts available to everyone (subscription numbers and open rates)
- Integrate MAC and LaVaLab promo plans/strategies

Immediate Action Step(s) by March 2015

- Outreach

Initiative 6: LaVaLab Plan

(Hayley, Helen, Christine)

Statement of the Issue/Problem

- LaVaLab is perceived to be operating independently from the MAC Board
- Uses considerable MAC staff time and will in the future
- Lacks Board connection to the project
- Board is unclear about return on investment

The Solution

- Expand LaVaLab network to attract more members and revenue

Draft Goal Statement for Marketing

- Increase exposure for MAC members to LaVaLab

Some Key Strategies

- Competitions
- Outreach
- Improve and increase communications
- Social media
- Board member liaison with LaVaLab committee

2015 Key Results

- Develop measurable outcomes and services
- 900 profiles
- \$22,000 revenue
- At least 2 competitions
- Survey OTF

Immediate Action Step(s) by March 2015

- Need Committee
- Sponsorship package
- Partnership package
- Advertising package
- Marketing materials
- Liaise with marketing committee
- Outreach letter
- * done – social media strategy report and report monthly

Next Steps

To refine the draft Markham Arts Council Strategic Plan 2020, the MAC Board should finalize the:

1. Draft Vision and Values
2. Draft Mission and Core Functions
3. Work Plans for the Key Initiatives with identified linkages to the City of Markham key strategic documents (see Appendix A & Appendix D).

To formally initiate work on the MAC Strategic Plan, the Board of Directors should:

1. Authorize the Strategic Plan by signing the Board Authorization on Page 2.
2. Assign specific Board members to have carriage of the key initiatives for 2015 and in subsequent years.
3. Implement a written Monthly Report - Monitoring and Evaluation of Strategic Plan, Appendix E, over the life of the plan.
4. Submit the final MAC Strategic Plan to the City of Markham, Department of Culture.

Appendices

- A - Work Plans
- B - Description of Strategic Planning Process
- C - Interview Report
- D - Linkages with City of Markham Plans
- E - Monthly Report - Monitoring and Evaluation of Strategic Plan
- F – Participant List

Appendix A: Work Plans

Financial Sustainability Work Plan

Strategy	Actions to Achieve the Strategy in 2015	Month/Timing	Resources/Skills/ Dollars Required	2015 Results
Increase Membership	<p>A) Do Research</p> <ul style="list-style-type: none"> • Determine declined membership numbers • Determine increase/decrease over past 5 years – trend? • Survey past members to determine why they stopped and their expectations <p>B) Prepare Membership Strategy</p> <ul style="list-style-type: none"> • Set target numbers • Determine the value of membership • Determine cost of membership • Develop a membership sub committee • Determine admin/resource cost of maintaining membership 			Membership strategy

Governance Work Plan

Strategy	Actions to Achieve the Strategy in 2015	Month/Timing	Resources/Skills/ Dollars Required	2015 Results
	Form a Governance subcommittee			
	Research best Practices and resources, including a facilitator			
	Conduct Board self-assessment and needs analysis			
	Expand MAC structure			
	Assign Board members to key partnerships			
	Create subcommittee structure			
	Update general membership			
	Establish recruitment processes for Board			
	Establish training processes			
	Begin training and diversification			
	Update/create Legals			
	Update/create procedures			
	Build bank of resources			
	Plan for creation of a MAC Advisory Council			
	Explore concept of payback training			

Annual Service Work Plan

Strategy	Actions to Achieve the Strategy in 2015	Month/Timing	Resources/Skills/ Dollars Required	2015 Results
Create an Annual Service Plan	<p>A) Create a Committee</p> <ul style="list-style-type: none"> • Evaluate current events • Decide on future events • Search for established criteria • Get Board approval <p>B) Make linkages with other arts organizations (YRAC, MGA, orchestras, etc.)</p>	February 2015 March 2015	1 Board Member to head up; 3 volunteers	Events that meet current objectives listed on calendar

Creative Partnership Work Plan

Strategy	Actions to Achieve the Strategy in 2015	Month/Timing	Resources/Skills/ Dollars Required	2015 Results
Identify needs of MAC including target market	Create a plan of what we need and what we can supply	January 2015	Board meeting to determine needs	Report of unmet needs
Research potential partners that meet our needs	Develop research questions/checklist to implement during research process	February 2015	Hire/recruit volunteers to create checklist and conduct research	
Identify potential partners	Create a long list and short list for potential partnerships	March 2015	Meeting with Board/committee to short list partners	Short list of potential partners
Outreach to potential partners	Create partnership package Contact partners to gauge interest Create a list of interested partners and resources/services of benefit	April 2015	Form committee to make phone calls	Standardized partnership package
Hold forum for potential partners	Plan a forum event (book space, discuss and develop an agreement/partner M.O.U.)	June 2015		Forum
Implement partnerships within annual plan	Follow-up with partners Create partnership with outcomes Include in annual plan	July 2015		Outcome-based partnerships

Marketing Work Plan

Strategy	Actions to Achieve the Strategy in 2015	Month/Timing	Resources/Skills/ Dollars Required	2015 Results
Facilitate design thinking workshop	This workshop will help define the marketing strategy for MAC	January - February 2015	Muzna and marketing committee to facilitate workshop with Board Members	Workshop
Write marketing plan	Develop marketing plan in conjunction with annual service and creative partnership plan. This plan will outline key projects and campaigns with successful performance indicators		Marketing committee to write plan	Marketing and communications plan, broken down by project (programs and services) that illustrates specific key performance indicators
Execute projects	The rest of the year MAC will implement projects and measure performance	To be determined		
EOY Report	Write an EOY report detailing deliverables that were met and their impact			EOY report

LaValab Work Plan

Strategy	Actions to Achieve the Strategy in 2015	Month/Timing	Resources/Skills/ Dollars Required	2015 Results
LaValab PM and Editors and MAC Ed strategy	PM, MAC Ed and Editors to meet and develop strategic goals for 2015	January 2015		Strategic goals
Sponsorship for competitions	Identify type of competition and sponsors for competitions	February 2015		Competition sponsors
Partnerships with MPL and Varley	Meet with key partners at MPL and Varley Editorials and Jury MPL -- Outreach	March 2015		MPL and Varley are partners
Launch literary and visual competitions		May 2015		
Close competitions	Close literary and visual arts competitions	July 2015		

Appendix B: Description of Strategic Planning Process

Strategic planning is a process in which an organization determines where it would like to go over the next 3-5 years; how it will get there; and how to know when or if it gets there. The Strategic Plan is the result of the process and is the document that guides the organization in achieving its goals.

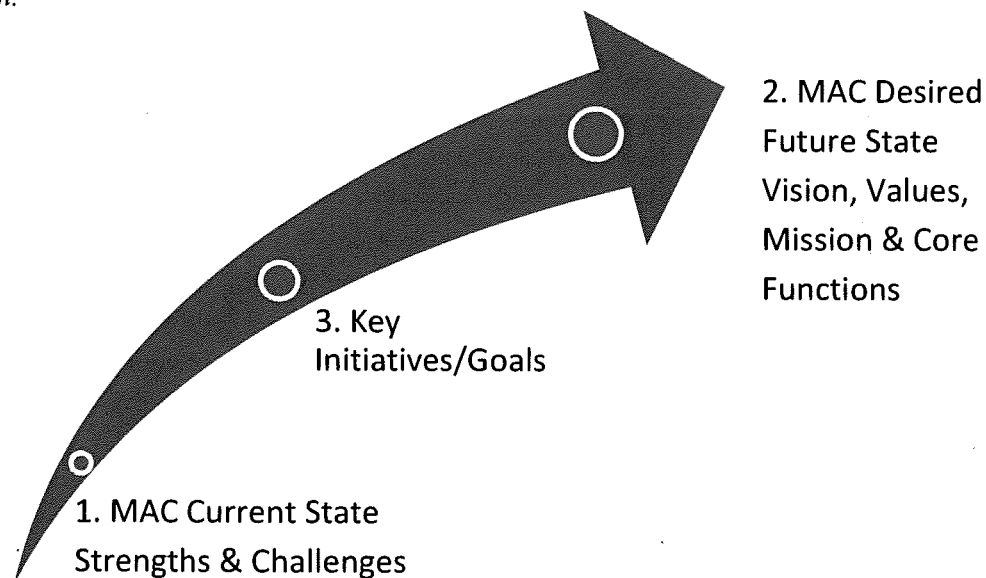
Step 1 begins with examining the current state of the organization – its strengths and challenges are identified.

Step 2 describes or envisions a desired future state worth working toward – vision, values, mission and core functions are drafted.

- **Vision** is a description of a desired future state that is realistic, achievable, compelling, better in some important ways than what exists today and is worth working toward. (2 paragraphs)
- **Mission** or **Mandate** is a very clear statement of the organization's reason for being, its unique contribution, why it exists as distinct from other organizations and what the organization is known for. (1 sentence)
- **Core Functions** are the organization's most vital roles in the delivery of its mission

Step 3 develops specific action plans to achieve desired results – action steps, timelines, responsibilities and measurable outcomes are set.

- **Key Initiatives/Goals** are the actions an organization takes to achieve its vision and mission.



Appendix C: Interview Report

Introduction

In October, Kathy Wiele of Lifetime Consulting Services of Collingwood, Ontario interviewed twenty-four members and stakeholders of the Markham Arts Council (MAC). The interview participants discussed the strengths of MAC, some of the more pressing challenges it is facing, ideas for the future success of MAC, including the vision for MAC to the year 2017 to 2019, its mandate, core functions, and possible key initiatives or goals it should work toward.

This report summarizes the key messages from the interviews, which will be used in the design of the two strategic planning workshops scheduled for November. Generally, the following synthesis shows the breadth of and commonalities within the responses.

MAC Strengths

Interview participants identified a number of strengths that MAC has and can build on in the future.

The Community

MAC brings a positive community presence and connection with artists to Markham. A real strength is the way the community engages with MAC and wants its support. The community enjoys the opportunities that MAC provides for artist expression, which include facilitation of learning experiences, and showcasing work.

MAC ties or connects art to the broader community through such endeavours as Varley Outdoors, IFOA and the paint a landscape challenge, to name a few.

Some interview participants feel that MAC is in tune with the creative community (e.g. visual, authors, photographers, seniors, youth, etc.) and actively supports them. Outreach has gone well and this in turn builds a positive profile in the community.

The Board and Governance

Many feel that MAC benefits greatly from the effort and passion of Board members and volunteers, who are “trying their best within a loose framework.” MAC’s commitment, energy and passion are directed at helping MAC grow and flourish and overcome hurdles. Other strengths identified by some interview participants are:

- The board members appear to be engaged, have a good sense of where they want to go, and are progressive in their thinking
- The Chair and Vice Chair are both motivating and encouraging

- Each Board member brings a strength or good amount of knowledge to the table (e.g. entrepreneurial skills, process skills, marketing, legal, accounting, etc.)
- Passionate volunteers who give a lot of time and effort to overcome hurdles make up the board
- Meetings are perceived to be efficient and organized with members executing action plans well

Skills and Abilities

Some interview participants identified specific skills or abilities that MAC has which are strengths to build on. For example, some believe MAC is skilled in communicating well via email, social mediums, Art Exposure conference, newsletters, featured artists each month on website, etc. Others find that MAC is good at problem resolution and finding creative or resourceful solutions for accomplishing a great deal with limited financial capacity.

Also mentioned was the incremental work being done toward building necessary organizational infrastructure (such as banking systems; Google drive repository of information; generating funds through government grants; meeting with City to build relationship; “Friends of MAC” and so on).

MAC was also recognized for the role it plays to support the development and work of such groups as MTAC, Markham at the Movies, and the Creative Photography Club. The use of the MAC charitable number, skills in obtaining grants, sponsorship, and assistance with management of finances were seen to be key supports for the start up and ongoing phases of work were mentioned by some interview participants.

Partnerships and Relationships

Interview participants gave many examples of MAC’s ability and desire to work in partnership and collaboration with other groups and organizations (e.g. Museum, Library, YRAC, Remington, a local developer). MAC prides itself on its ability to network with the community and get things done (e.g. IOFA). Specific references were made about MAC being:

- Resourceful – able to work well with partners to ensure value for all, get in-kind services, and serve local artists without spending a lot of money
- Able to tap into artists (e.g. meet the artist) and different groups in the community to bring them together as well as build partnerships with City-run organizations
- Collaborative with many genres and initiatives (e.g. art gallery; more accessibility for artists, urban arts, youth, etc.)

Events and Initiatives

Many interview participants chose to mention significant MAC events or initiatives as real strengths of the organization and ones they are proud of, such as the IOFA signature event,

which serves the literary niche in York Region. It is a high quality event that hosts renowned authors who generate an economic impact for Markham.

Other events and initiatives noted are:

- MTAC and its initiatives (24 hour film challenge)
- Markham at the Movies
- Art Exhibition Markham Theatre
- LaVaLab
- Creative Photography Club
- Varley events
- Pecha Kucha series
- Holiday Artisan Show
- Slam Poets; York Slam

MAC Challenges

The most frequently mentioned challenges for MAC are described here and generally relate to setting clear direction and strategy, growing the organization, and funding it.

Strategic Plan, Priorities and Focus

There are concerns about the lack of focus for MAC and the need for a strategic plan that would set a clear, future direction for MAC. Some of the things that such a plan should address are:

- Definition of culture – what is it and what/who does it include?
- Clarity about deliverables to artists and audience – who are the target groups? What does MAC do for their key target groups? Are all art forms represented equally?
- Sustainable mandate and how is MAC helping its members?
- Funding strategy
- Leadership plan with clear priorities
- “City” not “small town” mentality

Governance and Board

As MAC grows and diversifies, interview participants identified some challenges that the Board needs to address in order to serve future community needs. One interview participant referred to it as “beefing up” the organization in a number of areas, such as:

- Better organization of activities with clearly defined results; less last minute plans
- Improved structures for volunteers, staff and board members to make more efficient use of skills, to minimize “getting in each other’s way” or “pulling in different directions,” and to better delegate responsibilities
- Recruiting needed or missing skill sets, such as sustainable fundraising
- Providing orientation packages to volunteers, board members

- Setting clear parameters for governance, accountability, and leadership and the roles of staff, board members and volunteers

Funding and Resources

Most agree that one of the biggest challenges for MAC is securing sustainable funding, but there were many different opinions on how to best attain the funds. Many interview participants believe that a multi-faceted approach is essential. Others see funding from the City of Markham as the solution. Also mentioned was the heavy reliance on volunteer resources, in part due to lack of financial resources, e.g., lack of staff to support board direction. Challenges identified were:

- The City does not seem to be “artist friendly” when compared to other municipalities and there is much competition (with other organizations) for City funds. MAC should engage in open communication with the City because an integrated effort between MAC and the City would yield efficient outcomes.
- LaVa Lab requires funding and other support from MAC for outreach, advertising, partnership, sponsorship, and competition packages
- MAC is under-resourced – in terms of funding and human resources. MAC needs to work toward sustainable funding and operating costs as grant funding is unpredictable and difficult to rely on. MAC is highly dependent on volunteers who are not a consistent workforce.
- MAC needs a financial plan that would address sustainable funding through such activities as fundraising, increased membership, donations, corporate sponsorships, bequests
- There has been limited success gaining corporate sponsorship; lack of an effective sponsorship package
- Debt repayment
- MAC needs to do more that is attractive to corporate sponsorship

Community Engagement and Outreach

Some feel that not enough is being done with regards to community outreach and raising awareness of MAC. With aging artisans, changing demographics and lack of outreach to diverse communities, MAC is or will experience a decline in membership and audience. This will impact its financial capabilities as well. A few interview participants noted difficulty in promoting events and getting broad-based involvement.

Two ideas for improving engagement and outreach and for raising the awareness of MAC are:

1. A community engagement plan to include various ethnic art forms; a forum to examine different arts and cultural programming, and an Arts Council that reflects community diversity
2. Improved framing and communicating of the MAC message which includes the real

benefits and services that MAC provides to the arts community and the City of Markham

MAC Vision 2017-2019

Interview participants outlined their ideas for a successful MAC three to five years into the future. Their vision includes a smoothly operating, efficient organization that has clear direction and sustainable, secure funding, a growing membership and audience, many productive partnerships and relationships, and for some, a new arts facility.

The MAC Board: Strong, Representational and Effective

The Board is stronger and functioning smoothly with committees assigned to tasks and volunteer skills are better utilized and maximized. The Board is united and representational of all sectors, membership and diversity and does outreach to diverse communities. It has a strong voice in the City and community.

MAC Board provides focus and direction for working towards achievable objectives. It provides a clear vision and mandate for the organization to ensure accountability and transparency.

MAC has a Mutually Beneficial Partnership with the City

MAC is a true partner of the City, and is responsible for managing and administering the City's granting process for various arts and culture organizations. As such it is accountable and transparent in its day-to-day operations, governance and management of financials.

A legal agreement defines the roles, responsibilities and relationship between the City and MAC and spells out who is responsible for what (e.g. museum has examples/template)

MAC Creates Synergy and High Art Profile Through Effective Relationships

MAC collaborates, networks, and is in partnership with many organizations to deliver and support quality art initiatives, festivals, projects, events, conferences, workshops and more to audiences. It continues existing collaborations while forming new alliances: YRAC, MTAC, Markham at the Movies, Arts Expose Conference, signature events, museum, library, sport, charities, business community, Markham Theatre, City of Markham, other arts organizations, etc.

MAC is seen as a true partner in helping other arts organizations and artists achieve success.

MAC is Well Known: It Sees its Membership and Audience Grow

MAC is a strong advocate for arts and culture and the contribution art makes to the vitality of the community. It hosts events that educate people about the benefit of arts and is a valuable

resource to the arts community and the City. MAC is well known across the City and the general public and arts community all know exactly what MAC does.

MAC is serving a lot more artists, is expanding the Artisans Market, and doing outreach into ethnic communities. More members are being encouraged and all demographics are included, from youth starting out to senior artists (e.g. art and wellness). Artists are “bigger and louder” with a voice in the community and a solid MAC support system.

MAC’s audience is larger. There is better attendance at theatres and events. There is more art to consume. MAC supports a database of membership and MAC supporters.

Although not unanimous, some have the vision for MAC to provide more support for performing arts, dance, music, and theatre groups.

MAC is Financially Sustainable

Interview participants want MAC to be financially sustainable, but there are many opinions on the best strategies. For example, some believe MAC should be self-reliant, raising money through significant events, while others want to see a partnership with the City or more government grants. Often a combination of strategies was suggested. The following statements provide an overview of the diversity of comments.

MAC is providing more opportunities for artists by supporting groups financially. One way of doing this is by MAC administering a grant program for the City, directly giving out funding to qualifying arts and culture organizations.

MAC is engaging in successful, highly effective, fundraising campaigns with wide ranging fundraising strategies, and attracting corporate sponsors (e.g. event gala, Nuit Blanche).

MAC is generating good revenue with workshops.

MAC is self-supporting with less dependence on City, making revenue with 4 or more signature events/year.

MAC receives grants and more government support.

MAC Delivers High Quality Events and Programs

MAC is involved in larger scale projects (e.g. mural in downtown Markham) that display visual arts to the community and include more artists and more audience members. MAC is helping to coordinate more services/events because more initiatives lead to connections with more people (e.g. LaVa Lab, IFOA).

The quality of programming is increasing and MAC serves artists (e.g. seminars on applying for grants, skill building, career in arts) and brings the community together through arts (e.g. art

festivals, summer concerts, newsletter, etc.). MAC provides more accessibility for seniors to participate in the arts in community.

MAC has Solved Its Space Requirements

For some, the vision for MAC includes a facility or new space.

MAC has a cultural facility, resource centre or “hub” (e.g. Living Arts Centre, Mississauga) that supports various activities, such as meetings, rehearsals, office space, artist resources and workshop materials, exhibits, work areas, housing for artists on exchange. Such a space could be managed in partnership with the City.

MAC provides programming at a band shell to provide more music and performances that are more affordable for some groups than the Markham Theatre.

MAC has rotating exhibits that use different locations throughout the City.

Mandate and Core Functions

Most of the discussion about mandate and core functions focused on the following four concepts.

Nurture and Grow Our Own

Many of the suggested mandate statements refer to the essential role of MAC to provide the basic needed resources to nurture and develop artistic talent – be it for Markham’s amateurs, youth, teen, emerging artists or established artists. They suggested MAC could perform this nurturing role by providing:

- Opportunities to mentor, connect, share, learn from other artists, groups and individuals
- Resources (on-line and elsewhere) for all aspects of an artist’s work (e.g. information and advice, supplies, space and venues, insurance, legal help, interpreting relevant legislation, marketing, running a small business, grant writing, etc.)
- Inspiration – MAC as the grassroots, community-based, non-profit organization that enables, incubates, fosters, nurtures and develops passionate artists

Strengthen and Support the Artistic Community

Another common thread among the mandate suggestions was the idea that MAC has a role to play in advocating and finding support, including financial, for artists. One way of building support is to strengthen ties in the broader community. They suggest that MAC could:

- Be an authority in all things art and advocate for it
- Provide supports and funds
- Act as a facilitator and build partnerships and relationships with other arts organizations, with City Council, with other (non art) organizations within Markham and regionally, etc.

Spread the Word and Put on the Spotlights – Reach Out

Many of the interview participants see the role of MAC to include reaching out to the community, in addition to serving its own members' needs. In many cases, providing venues and events to showcase art, not only serves the broader community, but also grows and nurtures member talent. Some believe MAC should:

- Educate, provide programs, and do outreach (e.g. outreach to seniors, youth, diverse ethno-cultural groups)
- Promote and communicate between members of MAC and to the broader community by providing venues, events, newsletter, on-line information, etc.
- Provide spotlights or showcases for the public to consume art (e.g. events, shows, performances, galleries, celebrations)

Art as a Celebration of Diversity and A Bridge to New Opportunities

A few interview participants indicated that an opportunity exists for MAC to enable cultural exchanges and find new creative opportunities by embracing diversity in ethnicity, age, and abilities, and by embodying the spirit of holism, inclusiveness, and accessibility. Such a role would enable MAC to be a bridge that enables cross-boundary interaction, sharing, and new artistic experiences.

Finally, there are various opinions about whom MAC should serve and how far-reaching its mandate should be. For example:

- Some feel that MAC's primary focus should be on the artist, rather than the audience or general public
- There are varying opinions on what types of artists or genres should be included or served; some believe all art forms, especially theatre/performing arts, should be embraced by MAC; As well, some feel the focus should be on emerging artists rather than more established
- Others think MAC should be all inclusive/non-discriminatory in terms of ages, cultural diversity, and genre, including art enthusiasts, art business owners, etc. (e.g. suggested definition: Arts community is professional and amateur painters, writers, historians, researchers, collectors, singers, musicians, actors dancers, art enthusiasts, sellers/proprietors of art and art materials.)
- The idea of geographic boundaries was raised as well, with some thinking that MAC could reach beyond Markham city boundaries (e.g. York region or beyond) while some see MAC as strictly a local/Markham entity.

Goals and Initiatives

In order to work toward the vision and mission/mandate for MAC, interview participants made a number of suggestions about the first steps for MAC to take. These suggestions are not in priority order:

1. Building relationships, partnerships and allies with various community businesses and organizations, including the City (e.g. PAN/PARAPAN AM games, Children's Festival, Light up the Night). Connect to grassroots needs and deliver programs through collaborative and clear planning.
2. Developing a strategic plan with clear vision and mandate for MAC's existence and operations, which is understood by all stakeholders and defines who (e.g. genres, ages, cultures) MAC serves and how.
3. Building capacity by getting the right people and resources in place (e.g. committee structure, board members, sub committees, recruiting needed skills and expertise, establishing secure group of volunteers, attracting more members to help out)
4. Reviewing governance and organizational structure including such things as:
 - Representation and membership on Board
 - E.g., Diversity of skill sets, artistic knowledge/interest, and ethno-cultural background
 - Advisory and partnership capacities
 - Board, executive, sub committee, and advisory structure
 - Accountability and authority levels delineation
 - Constitution, board member roles, and staffing job description reviews
5. Developing a financial plan that ensures MAC is sustainable and fiscally responsible
 - Revenue generation (fundraising initiatives, corporate sponsorship, and signature events, bequests, donations, membership, administration fees, grants, etc.)
 - Debt repayment
 - Long term sustainable funding models for operating and cash flow
 - Transparency in operations and financials.
6. Creating focussed and realistic work or action plans, based on MAC mandate. Follow through and don't overextend.

7. Continuing successful programs and events and initiating new ones, and, at the same time eliminate programs that do not strongly align with MAC mandate. MAC will need to prioritize, rather than spread its resources too thin. Consideration should be given to MAC's capacity to do the following programs and events:

- Hosting larger, ambitious events to be more visible
- Hosting one big event per year for all genres/ Annual Program showcasing art
- Murals
- Arts conference with educational focus
- LaVa Lab
- Providing arts grants for artists (e.g. Newcomer Artist Award)
- Offering artist/writer in residence year round program and one-off events and workshops
- Engaging schools and young artists; classes for youth

8. Creating a larger resource centre, both on-line and, possibly as a physical location, e.g., Arts Centre – an authority on anything art related --with a set of resources to meet different needs including a website, job postings and membership directory.

Appendix D: Linkages with City of Markham Plans

Everyone Welcome Markham Diversity Action Plan

The Diversity Action Plan for Markham makes 68 recommendations focused on improving inclusion in the Markham community for four groups: newcomers and visible minorities; seniors, youth and persons with disabilities.

Markham is known as one of the fastest growing, most culturally diverse communities in Canada. The Diversity Action Plan takes the lead in removing barriers in facilities, programs, services and environments so they are welcoming and respectful to everyone. By reviewing this Action Plan, MAC can pinpoint potential initiatives that would assist Markham in achieving some of the recommendations in the Diversity Action Plan.

For example, on page 50, the Diversity Action Plan shows a GIS Mapping System illustrating population density as well as community centres, parks and recreation facilities in the various neighbourhoods. The map and associated text identifies such things as:

- the general need for more services south of Highway 7
- concentrated pockets of frail elderly in the SW quadrant
- affluent, Canadian born baby boomers in Thornhill
- a Chinese speaking population in affluent districts of northern Markham
- a quickly growing population of newcomers in SE Markham (that has outpaced provision of services and facilities) with generally high levels of education and relatively low levels of income.

MAC can use this information to target outreach programs to underserved populations. The Diversity Action Plan notes that recreation staff is on the front lines “trying to help everyone but are finding it difficult to cope with the mismatch of location needs and location of facilities.” One recommendation the plan makes is:

- Recommendation 31 (Community Services Dept.) Pilot a project in underserved SE Markham using integrated service delivery and community engagement concepts to create customized youth programs. MAC could look at how it could be involved in this pilot project, perhaps by offering art programming to youth living in this area; being creative in ways of delivering it given this area’s lack of facilities and space; and/or partnering with MTAC to coordinate an activity.

Other youth recommendations that MAC may be able to assist with are:

- Recommendation 30 (Recreation Dept.) Develop new events and programs that suit all youth in the community by partnering with existing youth councils and cultural youth

programs.

- Recommendation 36 (Recreation Department) Enhance Markham's Annual Youth Week celebration by developing new events and programs in partnership with existing youth councils and newcomers' cultural groups.

Again, the map can be useful in targeting outreach to isolated senior populations. For example, those mentioned in the SW quadrant. The Plan suggests that the Recreation Department partner with community groups that provide specialized programming for seniors and do outreach.

- Recommendation 24 (Recreation Dept.) Partner with groups that provide specialized programming for seniors.
- Recommendation 26 (Recreation Dept.) Encourage targeted outreach in neighbourhoods where seniors' programs are already located.
- Recommendation 27 (Recreation Dept.) Seek volunteers from newcomer communities to deliver programs (to newcomer seniors) in their language.

In 2009, Markham formed the Culture Department and developed the Cultural Policy and Plan in 2012 which aims for broad engagement of the community. "We intend to bring cultural institutions to the community, as well as invite the community into Markham's cultural institutions." This statement implies not only providing programs and services at facilities, but finding creative ways of delivering programs and services to neighbourhoods where there are no dedicated recreation or culture facilities.

MAC could play a role in these recommendations:

- Recommendation 20 (Culture Dept.) Presenting strategic plans for cultural facilities to visible minorities and newcomers; youth; seniors; persons with disabilities for their comment. MAC may want to comment on these strategic plans and the role it could play in addressing the needs of these four groups of people.
- Recommendation 21 (Culture Dept.) Establish a stronger presence for Markham Theatre, Varley Art Gallery, and Markham Museum by taking offerings from these cultural centres to the community and contributing programming to major festivals and events.
- Recommendation 22 (Culture Dept.) Enhance the use of social networks to gain feedback about cultural offerings. MAC could investigate making links to the Culture Dept. sites to share information and look at ways this platform could be mutually beneficial.
- Recommendation 51 (Recreation Dept. and Library) Build sustainable partnerships with emerging cultural groups to help meet the needs of newcomers; expand the number of local clubs and groups helping to plan and deliver programs; publicize the start-up funding we offer to help create innovative, neighbourhood-based programs.
- Recommendation 67 (Human Resources Dept. and Recreation Dept.) Create more partnerships with community-service providers offering specialized services to persons

with disabilities.

MAC can help Markham deliver programming by targeting under-served geographic areas and by addressing specific target group needs (e.g. newcomer youth in SE Markham, seniors in SW Markham, etc.) using creative, flexible, adaptable, neighbourhood-based methods.

City of Markham Culture Policy and Plan 2012

The Markham Culture Policy and Plan is a ten-year action plan for making “strategic partnerships and investments between city, people and business that build on existing cultural assets to layer and enrich Markham’s cultural landscape.” The Policy and Plan identifies six strategies aimed at achieving “a creative Markham for all.” A large part of this is place-making – cultural sharing, community identity and creative sharing. Several strategies and associated action steps are referenced below that have relevance to MAC.

Strategy 2: Generating Ideas and Innovation in Markham

Strategy 2 focuses on building networks, hubs and facilities for people to congregate and create.

- Action Steps 12-14 -- These steps look at continuing to create and share cultural content.
- Action Step 17 -- Align cultural planning and service delivery with a neighbourhood-based approach that includes development of community-run creative hubs. MAC may be able to assist with this initiative, in some capacity, to create incubators and hubs in schools, recreation centres, welcome centres, repurposed spaces, strip malls and common spaces that support learning and mentoring in order to integrate and attract creative people.

Strategy 3: Connecting Markham’s Communities through Cultural Activities

The intent of this strategy is to develop a sense of ownership and identity with the community so people in turn become involved in their community. The Policy states that in order to achieve this strategy, “partnering and collaboration will be the hallmark of our success,” so this indicates that MAC can be a valuable partner. MAC needs to examine its potential role and how it might contribute in centralized facilities, decentralized locations, and festivals. For example,

- Determining how planning processes can encourage and stimulate regeneration, creative use of space and spaces for innovation. For example, how can schools, orphan spaces, parks etc. be used for small stages?
- Seeking opportunities for cultural enhancements that interpret and engage communities in public buildings public art, display, and performance spaces. Specifically,
 - Action Steps 22-29 Strategic Investment in Infrastructure -- MAC may want to

seek ways of getting involved, participating or giving input into the reviews, assessments and feasibility studies mentioned in these steps.

- Action Steps 31 and 32 -- MAC could look at ways to be involved in delivering arts and culture to the Pan Am Para Pan Games and Canada's 150th celebrations.

Strategy 4: Building a Cultural Foundation for Lifelong Learning

A signature event of MAC, the IFOA was mentioned as a prime example of Strategy 4. There may be more opportunities for MAC to contribute to lifelong learning through:

- Action Step 40 Access -- Build capacity for the Culture Dept. to develop and offer more and enhanced outreach cultural programming across Markham, such as seniors centres, accessibility related organizations, and at festival cultural programming.
- Action Step 43 Collaborations -- Promote mentoring opportunities within and between the private and public creative sectors.
- Action Step 45 -- Work with social services and health sectors to provide cultural service options as a component of their programming focus.

Strategy 6: Partnering to Build a Strong Cultural Core

MAC is well recognized as a key partner with the Culture Department and one that partners successfully with many organizations to deliver arts and culture. This should continue and possibly in the following ways:

- Action Step 55 -- Assist MAC reach financial sustainability. An obvious partnership is for MAC to work with the Culture Dept. to become financially sustainable and seek ways to help the City achieve goals in its Diversity Action Plan, Cultural Policy and Plan and Integrated Leisure Master Plan.
- Measuring Success – One of the techniques for measuring the success of the Culture Policy and Plan is to have an annual consultation with stakeholders. It may be possible that MAC could entertain the idea of hosting such an event as it would also be a good networking opportunity.
- Action Step 66- Outcome indicators and regular input -- MAC can offer to give regular input on the progress of the plan.

MAC could play a key role in the Culture Policy and Plan through place making (hubs and networks), outreach programming, and as a collaborator and partner in multi-sector approaches (e.g. with seniors, youth, social services, health, business, private, public, etc.)

Town of Markham/Markham Public Library Integrated Leisure Master Plan 2010

The Integrated Leisure Master Plan cites that 57% of Markham's population was born in a country other than Canada and 59% speak a mother tongue other than English. Goal 5 of the Master Plan speaks to the importance of place making so newcomers have a sense of belonging and place. It also finds that there is a growth trend in cultural tourism, a strong interest in festivals and events and a positive impact of baby boomers on arts and culture participation. As well, the Markham library system is one of the busiest in Canada. These are relevant findings for MAC and suggest some potential roles to explore, such as what MAC could offer to and how it might benefit from cultural tourism programming, or how to reach out to segments of a diverse population, perhaps through special events, the library system, or even outside in parks and enhance newcomers' sense of place.

The Leisure plan suggested some ways for moving forward specifically related to MAC. "The investment should be on integrating arts, culture and heritage activities into other spaces (parks, libraries, community centres) through the use of flexible layouts, art displays, special events, and the animation of parks." This will necessitate some "out-of-the-box" thinking. For example, the City has a Townwide Pathways and Trails Master Plan, and MAC could try a concept such as a poetry trail, art, or performances along the trail.

The Master Plan found that diverse ethnicity in Markham is changing the traditional nature of parks and there are more non-traditional park uses. For example, many ethno-cultural communities are frequent users of parks and they view recreation and leisure in parks as family activities. This points to the need for special features, markets, festivals, performances and art in parks as they become outdoor "living community centres." For example, see:

- Recommendation 70 -- Over time, seek opportunities to accommodate local cultural performance, public art, and areas for quiet reflection in parks.
- Recommendation 161 -- Seek the assistance of local clubs to animate parks and increase programs.
- Recommendation 173 -- Explore the use of parks as living community centres.

The Master Plan specifies a number of new plans and retro fits for community centres and facilities. MAC should endeavor to participate or provide input in some of the more relevant planning exercises.

- Recommendations 14-19 -- Langstaff Gateway community; Southeast Markham, East Markham, North Central and expansions and additions at Victoria Square, Armadale, Milliken Mills.
- Recommendation 64 includes determining arts and cultural programming aspects/space

(Southeast Markham).

- Recommendation 65 suggests any retro fits should consider events and cultural presentations.

MAC might also want to consider any role it might want to have in assisting the City achieve:

- Recommendation 83 -- Cooperative programs with economic development to develop the creative sector. This may tie in with serving the growing interest in cultural tourism and festivals and Recommendation 181 to work with Economic Development to reflect excellence and quality of Markham's cultural experiences.
- Recommendation 100 – Develop a place-based community building framework. MAC could give input into this policy and framework as a new ally with a specific art interest.
- Recommendation 182—Align planning and service delivery with a neighbourhood-based approach and development of creative hubs

MAC could play a significant role in achieving the recommendations in the Integrated Leisure Master Plan by advising on arts and cultural space in retrofits and new facilities; creating new ideas for taking art outdoors to living community centres; and developing art-filled place-based neighbourhood hubs.

Appendix E: Monthly Report – Monitoring and Evaluation of Strategic Plan

Monthly Initiative Tracking Form

Initiative/Goal/Activity	Completion date	Person/Team Responsible	Notes

Monitoring Checklist

Monitoring Questions	Yes	No	Necessary Adjustments
<p>Are we achieving initiative goals and objectives?</p> <ul style="list-style-type: none"> Are the goals and objectives still realistic? 			
<p>Are we meeting our timelines and schedule for this initiative?</p> <ul style="list-style-type: none"> Do we need to change the deadline for completion? 			
<p>Do we have enough resources, staff, materials, funds to achieve the initiative?</p> <ul style="list-style-type: none"> Are we missing anything? 			
<p>Is there new information we should include?</p> <ul style="list-style-type: none"> Have priorities changed? 			
<p>Have we learned anything important to include/note for next time?</p> <ul style="list-style-type: none"> Is there anything that needs passed on to help others? 			

Appendix F: Participant List

1. Caroline Watling
2. Christine Jordon
3. Diane Hallquist
4. Hayley Hofbauer
5. Helen Argiro
6. Jane Milrose
7. Judi McIntyre
8. Karen Rea
9. Kim Sommers
10. Mary Pan
11. Muzna Siddiqi
12. Nazish Hussain
13. Nirmala Armstrong
14. Pat Durst
15. Peter Still
16. Robyn Hughes
17. Samantha Rodin
18. Janelle Stewart