

**FOURTH MEETING OF THE YEAR 2012 -  
FLATO MARKHAM THEATRE ADVISORY BOARD  
TOWN OF MARKHAM**

**Canada Room, Markham Civic Centre  
Monday, May 28<sup>th</sup>, 2012**

**MINUTES**

**ATTENDANCE:**

**Present:**

John Tidball, Chair  
David Banfield, Vice-Chair  
Christiane Bristow  
Alex Chiu  
Suzette James  
Jim Jones  
Susan Logue  
Stephen Mathieu  
Ronald Minken  
Karen Toon

**Staff:**

Scott Hill  
Eric Lariviere  
John Ryerson  
Debbie Watson

**Regrets:**

Neil Fernandez  
Jennifer Kah  
Arun Mathur  
Maria Shambare  
Wendy Woof-Severn  
Bonnie Armstrong

The meeting convened at the hour of 5:30 p.m. with John Tidball in the Chair.

**1.0 CALL TO ORDER AND CHAIR'S OPENING REMARKS**

- thank you for attending

**2.0 DECLARATION OF PECUINARY INTEREST**

- none declared

**3.0 AGENDA REVIEW, ADDITIONS/CHANGES**

**3.1 ADOPTION OF THE MINUTES OF THE MARKHAM THEATRE FOR PERFORMING ARTS ADVISORY BOARD MEETING HELD ON APRIL 2<sup>ND</sup>, 2012**

**RECOMMENDED:** THAT THE MINUTES OF THE MARKHAM THEATRE FOR PERFORMING ARTS ADVISORY BOARD MEETING HELD ON APRIL 2<sup>ND</sup>, 2012, BE ADOPTED AS CIRCULATED.

**4.0 BUSINESS ARISING FROM THE MINUTES**

**5.0 GENERAL MANAGER'S REPORT: Items Arising**

- media coverage expansion – Caribbean newspaper
- very good start to the subscription campaign; sales are encouraging

**6.0 PRIORITY ITEMS – PRESENTATION AND DISCUSSION**

**6.1 Advisory Board New Terms of Reference**

It was

Moved by David Banfield

Seconded by Ron Minken

THAT the revised Theatre Advisory Board Terms of Reference be approved as shown in Appendix "A" attached hereto.

Resolution carried.

**6.2 Theatre Rental Business Update**

- Scott Hill gave an extensive presentation of the theatre rental business
- Rental is a large operation as far as number served, participants, etc.
- Demand for using the Theatre is very high, interesting to analyze turn-aways; who's not getting access? It might be good to review, and estimate loss of opportunities and revenues; any idea of revenue loss?
- Tracking turn-aways not tracked in the past but has been in the past year.

## **7.0 WORKING COMMITTEE REPORTS**

### **7.1 Discovery Committee – Karyn Toon, Chair**

- Great dialogue at first meeting
- The committee wants to create a list of things that can be delivered in 2012-2013, have set up monthly meetings
- At the next meeting, each member will decide which project they want to be involved in

### **7.2 Sponsorship Committee – Ron Minken**

- The committee also had a good meeting
- Reviewed past sponsors
- Developed a strategy session re contacts; more effective to go in pairs rather than alone
- Who has a contact at the company rather than cold-calling
- Goals and targets in place; local companies or local offices
- Will be very active during the next few months as the Theatre plans to produce a single ticket brochure at the end of the summer, early fall
- Great way to get sponsors now

## **8.0 TASK FORCE REPORTS**

### **8.1 Gala Task Force – Stephen Mathieu**

- The committee has set the goals for 2012 – financial objective is \$100K; up from \$75K last year
- New budget suggests to reduce costs with due to lower artist fee and production costs
- Add three more tables to increase the reception numbers to 230, higher auction revenues is also anticipated.

### **8.2 Circle of Stars Task Force – Suzette James, Chair**

- Number of gifts at the end of the first two weeks up 37 over last year with a dollar value also up by over \$4,300
- The goal was to increase numbers; goal was met
- We hope all board members will become theatre members of Circle of Stars

### **8.3 Volunteer Task Force – Suzette James, Chair**

- Four key areas:
  - in what capacity do we currently use volunteers
  - how do we currently recruit and manage volunteers
  - how do we 'recognize' their contribution
  - what monetary value do we place on existing volunteers
- Currently 3 stage crew, 1 marketing, front-of-house, and volunteers for specific events
- Good but small core group
- First Q 2012 – 1,300 hours of time
- See if we can build, manage and sustain

**9.0 NEW BUSINESS**

**10.0 DATE OF NEXT MEETING**

- Monday, June 25<sup>th</sup>, 2012
- 5:30 pm – 7:00 pm
- Canada Room, Markham Civic Centre

**11.0 ADJOURNMENT**

## APPENDIX "A"

### THEATRE ADVISORY BOARD, MARKHAM

#### Composition:

The Board shall be comprised of **fourteen (14)** voting members: **eleven (11)** of which shall be from the community; up to two (2) members of Markham Council; and one (1) representative from the York Region District School Board - the Principal of Unionville High School. In addition, the Board will also have various ex-officio members. They will have a vote when in attendance at meetings and will include: the Mayor; the Deputy Mayor and School Board Trustee.

#### Term of Office:

Members will serve a ~~three~~ **two (2) or four (4)** year term, ~~staggered so that no more than two community members will retire in any given year.~~ Community members are able to serve for additional term(s), but must reapply through the normal appointment process.

#### Functions:

- ~~develop~~ **To advise and engage in the development and implementation of the Theatre Strategic Plan and the annual business plan;**
- ~~review annual operating and capital budgets developed by staff~~
- ~~monitor the business results and key performance indicators~~
- ~~assist staff~~ **To participate** in raising funds for the Theatre through sponsorship, fundraising and special events;
- **To** assist staff in increasing awareness and the profile of the Theatre in community;
- ~~advise,~~ **To** make recommendations and update Markham Town Council on any matters with regard to the Markham Theatre and its operations.

#### Remuneration:

None

#### Frequency of Meetings:

Must meet a minimum of six times in a year, usually the fourth Monday of each month at 5:30 p.m.

- 
- as per Council resolution of February 12, 2008 (from 11 to 12 in total)
  - as per Council resolution of December 1, 2009 (from 2 to "up to 2")
  - December 15, 2009- Terms amended on an interim basis to include 10 members of the public until November 30, 2010
  - December 13, 2011 – Terms amended on an interim basis to include 11 members of the Public

<b>ADVISORY BOARD MEETING</b> <b>Monday, May 28<sup>TH</sup>, 2012</b> <b>GENERAL MANAGER'S REPORT</b>	
Themes/Goals 2012	Report
<b>1. GOVERNANCE, PLANNING &amp; GENERAL ADMINISTRATION</b> <u>Annual High Level Goal</u> <i>To implement first year of strategic plan, sustain capacity building with board</i>	<ul style="list-style-type: none"> <li>• <b>Committees/task forces:</b> all working committees and task forces have now met, started their work, and will report at the board meeting.</li> <li>• <b>Markham Theatre Naming Right:</b> The naming of Flato Markham Theatre has been moving forward, announced in the media, implementation has been initiated.</li> <li>• <b>New Theatre Advisory Board Terms of reference:</b> the new terms of reference for the advisory board are still to be officially approved by council - a proposal will be put forward at the May 28<sup>th</sup> board meeting for recommendation to Council.</li> </ul>
<b>2. LEADING PAC CENTRE IN YORK REGION</b> <u>Annual High Level Goal</u> <i>To sustain leadership and business activity level obtained in 2011</i>	<ul style="list-style-type: none"> <li>• <b>General activities:</b> As of April 30<sup>th</sup>, we have serviced and produced 126 events, including 116 performances – attracting 41,337 people; a total 10,569 people were participating and/or performing.</li> <li>• <b>Rental &amp; * Customer Services</b> <ul style="list-style-type: none"> <li>➢ The mobile payment device is now implemented.</li> </ul> </li> <li>• <b>Operations</b> <ul style="list-style-type: none"> <li>➢ <u>Capital projects:</u> <ul style="list-style-type: none"> <li>- Accessibility retrofit: project has been presented to the Town's accessibility committee; consultants continue to work on the feasibility and cost estimate;</li> <li>- Dimmer system replacement: project awarded (\$190,000) and to be completed this summer;</li> <li>- Lighting fixtures replacement: project in process (\$160,000);</li> <li>- Planning for projects FY2013 and FY2014.</li> </ul> </li> </ul> </li> <li>• <b>HR:</b> <ul style="list-style-type: none"> <li>➢ <u>Youth Camps:</u> <ul style="list-style-type: none"> <li>- Ongoing, implementation of new process and policy for youth camps;</li> <li>- Recruitment process for councillors almost completed;</li> <li>- Costs for additional training to meet the requirements/new standards are estimated at a minimum of \$5,500; working on finalizing the details, with attempt to reduce the cost</li> </ul> </li> <li>➢ <u>New Event Promotion Assistant</u> has been confirmed: Antonietta Rescigno was previously at the Centennial Community Centre.</li> </ul> </li> </ul>
<b>3. PROGRAMS</b> <u>Annual High Level Goal</u> <i>To sustain programs that connect with the community, build capacity for Discover</i>	<ul style="list-style-type: none"> <li>• <b>Professional Entertainment Series/new Diamond Series:</b> <ul style="list-style-type: none"> <li>➢ 2011-12 Season: concluded on high note with very successful month of April;</li> <li>➢ 2012-13 season of new Diamond Series has been launched; tickets are non sales;</li> </ul> </li> <li>• <b>Markham Theatre Discovery:</b> <ul style="list-style-type: none"> <li>➢ Summer Youth Camps: Enrollment sold out/program and HR planning in process</li> </ul> </li> </ul>
<b>4. AWARENESS &amp; COMMUNICATIONS</b> <u>Annual High Level Goal</u> <i>To improve marketing processes and efficiencies, increased average ticket sales</i>	<ul style="list-style-type: none"> <li>• <b>Marketing:</b> <ul style="list-style-type: none"> <li>➢ <b>Season launch</b> was very successful with two events, Media luncheon announcement on May 1<sup>st</sup>; public presentation and showcases on May 7<sup>th</sup>; these were preceded by the announcement of the naming of the Theatre;</li> <li>➢ <b>First week of sales</b> brought encouraging news: 149 subscription orders for \$112,187 (LY: 107 orders/\$67,640); Circle of Stars donations: \$9,525 (LY: \$5,307);</li> <li>➢ Subscription campaign is ongoing: direct mail, web, newspaper advertising, including 100,000 inserts (4p) in the Toronto Stars, and 80,000 in Markham Economist &amp; Sun and Stouffville Tribune;</li> <li>➢ <b>Subscriptions/Tickets sales objective:</b> \$400K by August 31<sup>st</sup>.</li> </ul> </li> <li>• <b>Public relation:</b> <ul style="list-style-type: none"> <li>➢ Media launch on May 1<sup>st</sup>: 25 representatives of the media attended along with Council members, advisory board members and guests artists; performance by Matt Dusk.</li> </ul> </li> </ul>
<b>5. CAPACITY BUILDING</b> <u>Annual High Level Goal</u> <i>To implement planning process and grow contributed income</i>	<ul style="list-style-type: none"> <li>• <b>Special event</b> with Youth Committee of Markham Board of Trade: Very successful launch of this new business network with tangible outcomes – advertising and sponsorships;</li> <li>• <b>Diamond Series Sponsorships:</b> Ongoing renewal process and new solicitations – cash and in-kind;</li> <li>• <b>Circle of Stars Campaign;</b> the recognition event for our Circle of Stars donors on Friday, April 13<sup>th</sup>, during the presentation of the concert by Alice Tan Ridley was very well received.</li> </ul>
<b>6. SUCCESS FOR MARKHAM THEATRE</b> <u>Annual High Level Goal</u> <i>To fully implement success matrix and improve systems and processes</i>	<ul style="list-style-type: none"> <li>• <b>Financial results (dash board attached)</b> – as of April 30<sup>th</sup>, 2012. In general, financial performance is good although reduced ticket sales for winter and spring 2012 have altered our overall results. High expectations for earned and contributed income this summer and fall should pay off:           <ul style="list-style-type: none"> <li>➢ RENTALS: on target/aligned with the goal to sustain the same results as last year;</li> <li>➢ PES (professional Entertainment Season): unfavourable variances primarily due to reduced ticket sales for the spring performances, timing of allocation of sponsorships and grants;</li> <li>➢ DS (Department Support): on target.</li> </ul> </li> <li>• <b>Metrics – measure of success: Report for FY2012-Q1 attached.</b></li> </ul>
<b>7. OTHER BUSINESS</b>	

METRICS 2012 - RESULTS										
CATEGORIES		METRICS		Benchmark	Results					
				2011 Actual	Goals 2012	Q1	Q2	Q3	Q4	Total 2012
General Activities		Number of Events		342	350	98				98
		Events Calendar breakdown - Commercial/Community/PES		121-147-74	126-126-84	23-53-22				23-53-22
		Number of performances		292	305	93				93
		Total days occupied		315	315	79				79
		Occupation # days breakdown - Rental/PES/Maintenance/Dark		238-96-29-46	255-60-10-40	57-24-4-8				57-24-4-8
		Market penetration - (5 years/# of households hit in Markham)		to be completed	16.00%	annual				
		Theatre exposure - Media Impressions		n/a	1bd	n/a				
		Grand total Audience attendance & participation (all categories)		157,161	164,075	43,722				43,722
		Audience attendance		100,226	100,695	34,136				34,136
		Discovery attendance		29,133	38,380	435				435
		Participation (on/off stage)		27,802	25,000	9,151				9,151
		Audience satisfaction * only youth camps/surveys start sept 2012		* 90%	90%	* 95%				95%
		Producers/Performers satisfaction - starts sept 2012		n/a	95%	n/a				
		Partnerships		63+	80	annual				
		Volunteers hours		179	4,000	1,380				1,380
PES		Number of performances		67	70	28				28
		Attendance		21,198	23,000	7,617				7,617
		Capacity %		73%	75%	52%				52%
		First time patrons - # accounts		to be completed	6,000	annual				-
		Returning patrons - # accounts		to be completed	5,500	annual				-
Discovery		Programming balance - FB-HAI-BCT		46%-19%-35%	50%-15%-35%	47%-26%-26%				47%-26%-26%
		School Matinees, workshops, masterclasses & such		2,561	3,000	435				435
		Youth Camps		272	380	61				61
		Community and Public Events		26,300	35,000	n/a				-
		Total attendance and participation		29,133	38,380	496				496
Rentals		Number of rental clients		131	115	39				39
		Renewal rate		52%	70%	72%				
		Rental breakdown - Commercial/Community		60%-40%	50%-50%	54%-46%				
Financials		Town Subsidy								
		Contributed Income (Cash: sponsorships, advertising, donations/in-kind value)		23%	27%	34% (bud: 32%)				
		New work and commissions		\$479,428	\$350,000	to be completed				
		Theatre endowment (Aligned with new terms of reference)		n/a	n/a	n/a				n/a
				\$475,809	\$486,047	\$461,673				\$461,673