



Report to: General Committee

Date Report Authored: October 14, 2011

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**SUBJECT:** 2011-2015 Markham Theatre Strategic Plan  
**PREPARED BY:** Eric Lariviere, Theatre Manager

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**RECOMMENDATION:**

- 1) THAT the report titled Markham Theatre Strategic Plan be received;
- 2) AND THAT 2011-2015 Markham Theatre Strategic Plan as outlined in Appendix A be approved;
- 3) AND THAT the new Vision, Mission, Values/Guiding Principles of Markham Theatre as presented in the Strategic Plan be approved;
- 4) AND THAT the set of 32 metrics defining success for Markham Theatre be approved;
- 5) AND THAT Staff be authorized and directed to do all things necessary to give effect to this resolution.

**PURPOSE:**

The purpose of this report is to obtain approval from Council of Markham Theatre (MT) first Strategic Plan.

**BACKGROUND:**

**Introduction**

Created by community visionaries, Markham Theatre has served and entertained more than 3 Million people since opening its doors over 27 years ago. The Theatre is a gathering place for the whole community. Markham has rapidly evolved from a rural suburb to a sophisticated, diverse and fast-growing community of more than 300,000 residents. Markham is projected to grow to 421,600 by 2031, and is recognized as the high-tech capital and the most diverse community in Canada.

Markham Theatre is central to the cultural life of Markham residents and is the leading performing arts venue in York Region. After 27 years, and soon preparing to celebrate 30 years of excellence in building and sustaining our live arts community, this strategic plan provides an ambitious vision for the future of the theatre, as well as the future of live arts in Markham. The community leaders who built the Markham Theatre had a bold vision; this five year strategic plan will bring the Theatre and the live arts community to a new level – with the ambition to respond to the fast growing and changing population of Markham.

Markham Theatre Strategic Plan identifies key directions that the organization will focus on to ensure success in the years ahead and to ensure the long-term goals are on target. It is the road map into the future. The plan is designed to provide measurable goals and objectives for Markham Theatre and live arts.

Our Vision, Mission and Values/guiding principles direct this plan.

## **Process**

In November 2010, the Theatre hired Jamie Grant, Consultant and Facilitator to conduct the process and to craft the plan with Theatre staff, advisory board, stakeholders and Town Hall.

The strategic planning process took place over a four month period from December 2010 to March 2011. It included a series of focus groups and meetings with clients, Town Hall officials, and stakeholders, one staff session, and two combined sessions with management team, members of the Advisory Board and stakeholders. It also included a review of mapping data on clients. The process ended with a SWOT analysis, review of existing mission and vision statements, existing data analysis, and a series of brainstorming sessions (by advisory board members and Theatre staff) that established goals and broad objectives for the next decade.

Then, the “Proposed Strategic Document” was reviewed through a series of meetings with each Councillor, CAO Andy Taylor, and Commissioner Brenda Librecz to produce the plan.

## **Key Challenges**

**To adapt to the rapidly growing and changing population in order to better serve the community.**

Proud of 27 years of loyal clients and attendees, the future of live arts and Markham Theatre needs a new operating model to adapt to the significant growth, as well as economic, demographic and social changes occurring in the community.

**To define success for Markham Theatre.**

One of the key issues identified in the discovery process was the lack of consensus on what defines success for Markham Theatre. This plan proposes measuring Markham Theatre successes through a comprehensive metrics table with 32 indicators measuring every aspect of the Theatre operation including artistic excellence, rental business, programs, customer services, attendance, market penetration, and financial performance.

According to Jamie Grant, consultant, this is one of the most complete metrics table he has seen produced by a performing arts venue in Canada.

## **OPTIONS/ DISCUSSION:**

### **Vision, Mission and Values/Guiding Principles**

Markham Theatre Strategic Plan includes the following vision, mission and values/guiding principles:

#### **VISION:**

“Live Arts Matter to All.”

#### **MISSION:**

To cultivate a vibrant creative community through live arts.

#### **VALUES/GUIDING PRINCIPLES**

1. Artistic Excellence;
2. Community Engagement
3. Knowledge;
4. Partnership;
5. Sound Management and governance.

### **Key Strategic Themes**

Strategic goals and objectives identified in this plan focus on five key themes:

#### **THEME 1: LEADING CENTRE FOR PERFORMING ARTS IN YORK REGION.**

Markham Theatre will sustain leadership as a centre of excellence for performing arts in York Region.

#### **THEME 2: ARTISTIC EXCELLENCE AND PROGRAMS**

Markham Theatre will develop and sustain artistically brilliant performances, programs and services that connect with our diverse community.

#### **THEME 3: AWARENESS AND COMMUNICATIONS**

Markham Theatre will broaden attendance and participation for live arts in Markham.

#### **THEME 4: CAPACITY BUILDING**

Markham Theatre will champion building partnerships, generating contributed income, and increasing operational efficiency.

#### **THEME 5: SUCCESS FOR MARKHAM THEATRE**

Markham Theatre will strive to reach the goals and objectives established through a series of 32 metrics distributed in 5 categories: General Activities, Professional Entertainment Season, Discovery, Rentals, and Finance.

## **Conclusion**

Markham Theatre is well positioned to sustain and enhance its leadership in delivering services and encouraging participation in the performing arts for all ages. This plan focuses on building capacity and clear measurable results to ensure the Theatre remains relevant and effective in meeting the needs and expectations of its growing audiences and participants.

## **FINANCIAL CONSIDERATIONS AND TEMPLATE: (external link)**

Not applicable.

## **HUMAN RESOURCES CONSIDERATIONS**

HR department will advise in helping capacity building and other HR matters associated with the plan.


## **ALIGNMENT WITH STRATEGIC PRIORITIES:**

The Markham Theatre Strategic Plan is aligned with the Town's corporate mission and strategic priorities such as the Integrated Leisure Master Plan, the Greenprint Sustainability Plan, Diversity Action Plan, and Markham's 2020 Strategic Direction of our Economy. It also feeds key strategic information into the ongoing process for the development of the future Culture Plan.

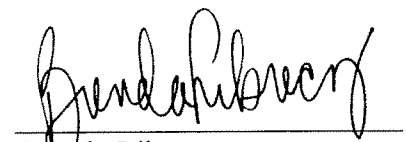
## **BUSINESS UNITS CONSULTED AND AFFECTED:**

The Markham Theatre Advisory Board, Town Hall Officials, CAO, Commissioner of Fire and Community Services have been involved and consulted throughout the development of the strategic plan.

## **RECOMMENDED BY:**



John Ryerson  
Director of Culture



Brenda Librecz  
Commissioner of Community  
and Fire Services

## **ATTACHMENTS:**

Appendix A: Markham Theatre Strategic Plan

## **APPENDIX A**



# **2011-2015 Markham Theatre STRATEGIC PLAN**



# APPENDIX A



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## INTRODUCTION

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Created by community visionaries, Markham Theatre has served and entertained more than 3 million people since opening its doors over 27 years ago.

The Markham Theatre is now one of Canada's premier performing arts venues serving Markham residents and the GTA. With an operation of \$2.2M, it welcomes over 125,000 guests and participants each year, provides intimate seating for 530, and is equipped with state-of-the-art equipment. With over 300 events each year, the Theatre showcases Markham's cultural diversity and is the gathering place for the whole community to attend and participate in live arts presentations and activities.

Markham Theatre services more than 100 community organizations, promoters and corporations producing over 250 events and performances annually. Building and sustaining partnerships is central to its mission, and supporting long-term association with organizations such as the Markham Concert Band, Markham Little Theatre, and the Unionville High School, is high priority. The Theatre, through its professional entertainment series, provides world class entertainment with more than 60 performances by the finest artists and productions in music, dance, theatre, variety, and family entertainment. With the creation of *Markham Theatre Discovery*, Markham Theatre is now offering comprehensive educational and community outreach initiatives, including students' matinees, youth camps and artists residencies. Last year, those meaningful programs touched the lives of and provided programs to 35,000 children, seniors, families, and people from all walks of life.

Markham has rapidly evolved from a rural suburb to a sophisticated, diverse and fast-growing community of more than 300,000 residents. Markham is projected to grow to 421,600 by 2031. Markham is recognized as the high-tech capital and the most diverse community in Canada.

Markham Theatre is central to the cultural life of Markham residents and is the leading performing arts venue in York Region. After 27 years, and soon preparing to celebrate 30 years of excellence in building and sustaining our live arts community, this strategic plan provides an ambitious vision for the future of the theatre, as well as the future of live arts in Markham.

The community leaders who built Markham Theatre had a bold vision; this five year strategic plan will bring the Theatre and the live arts community to a new level – with the ambition to respond to the fast growing and changing population of Markham.

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## BACKGROUND

Markham Theatre's Strategic Plan identifies key efforts that the organization will focus on to ensure successes in the years ahead and to ensure the long-term goals are on target. It is the road map into the future. The plan is designed to provide measurable goals and objectives for Markham Theatre and live arts

Our Vision, Mission and Values/guiding principles direct this plan.

## PROCESS

In November 2010, the Theatre hired Jamie Grant, Consultant and Facilitator to conduct the process and to craft the plan with Theatre staff, advisory board, stakeholders and Town Hall.

The strategic planning process took place over a four month period from December 2010 to March 2011. It included a series of focus groups and meetings with clients, Town Hall officials, and stakeholders, one staff session, and two combined sessions with management team, members of the Advisory Board and stakeholders. It also included a review of mapping data on clients. The process ended with a SWOT analysis, review of existing mission and vision statements, existing data analysis, and a series of brainstorming sessions (by advisory board members and Theatre staff) that established goals and broad objectives for the next decade.

The document "Proposed Strategic Document" was reviewed through a series of meetings with each Councilor, CAO, and Commissioner of Fire and Community Services to produce the 2011-15 Markham Theatre Strategic Plan.

## KEY MESSAGES FROM THE DISCOVERY PROCESS

**The discovery process allowed Markham Theatre to listen to stakeholders, customers, artists, producers, Town Hall elected officials and staff.**



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### Here are some of the recurring messages we heard:

*Markham Theatre must sustain an image of excellence and prestige within the aesthetics of the infrastructure and programs. It is a meaningful asset, a symbol of pride for the community.*

*The Theatre accessibility for senior citizens and transit transportation are growing concerns.*

*Many residents are not aware of the programs and services offered by Markham Theatre.*

*It is important to cultural community groups to find valuable services from the Theatre, supporting their production and efforts to make their event sustainable and to attract audiences. There is sensitivity to rental costs and added value in services.*

*Professional programs are excellent and complement the offering from community groups.*

*It is more costly to attract new audiences rather than simply programming of existing and traditional audiences.*

*It is critically important the Theatre operation stays well connected to Town Hall and find ways to collaborate with other key department of the corporation.*

*For the fund raising agenda of the Theatre, there is a need to recruit community leaders with a good track record and an interest in the arts. The Theatre should build long term relationships with corporations, anticipating the schedule for donations and sponsorships.*

*Community engagement towards Markham's diverse community should be a priority for Markham Theatre.*

*Markham Theatre is regarded by many within the profession as a model of how things should be done. The new approach in programming for non-traditional audiences is already looked at and copied by communities across the nation.*

*The mapping data indicated gaps in service delivery across Markham.*

*There is a high level of satisfaction with rental services and long term clients since the new organizational model was implemented.*

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### **KEY CHALLENGES**

**To adapt to the rapidly growing and changing population in order to better serve the community.**

Proud of 27 years of loyal clients and attendees, the future of live arts and Markham Theatre needs a new operating model to adapt to the bold economic, demographic and social changes occurring in the community.

**To define success for Markham Theatre.**

One of the key issues identified in the discovery process was the lack of consensus on what defines success for Markham Theatre. This plan proposes measuring Markham Theatre successes through a comprehensive metrics table with 32 indicators measuring every aspect of the Theatre operation including artistic excellence, rental business, programs, customer services, attendance, market penetration, and financial performance.

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## VISION, MISSION, VALUES

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### ***Vision***

Live arts matter to all.

### ***Mission***

To cultivate a vibrant creative community through live arts.

### ***Values/Guiding Principles***

#### **1. Artistic Excellence**

- Position as a centre of excellence for performing arts;
- Enable community organizations to achieve artistic excellence;
- Strive in presenting artists recognized for their highest artistic integrity and standards;
- Include programs with exclusive and innovative presentations;
- Embrace diversity through various performing art forms and genres.

#### **2. Community Engagement**

- Recognize the civic role and strive to serve and give access to as many residents as possible;
- Embrace the rich diversity of the Town of Markham;
- Engage local artists and community groups;
- Take live arts to the community.

#### **3. Knowledge**

- Educate audiences to appreciate presentations regardless of the genre and/or aesthetic;
- Prioritize the engagement of youth;
- Enhance skills, knowledge, and opportunities for youth;
- Enhance education offerings through partnership with schools, colleges, and universities.

#### **4. Partnership**

- Create and maintain meaningful, dynamic partnerships with our community.
- Bring Markham to the world and the world to Markham.

#### **5. Sound Management and Governance**

- Commit to operate within a balanced budget with continuity of sound financial support from the Town of Markham;
- Develop and implement a rigorous fundraising process and infrastructure;
- Ensure that financial planning includes building capacity to earn and raise income.

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## STRATEGIES and PRIORITIES

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Goals and objectives identified in this plan focus on five key themes:

1. Leading Centre for Performing Arts in York Region
2. Artistic Excellence and Programs
3. Awareness and communications
4. Capacity Building
5. Success for Markham Theatre

**THEME 1: LEADING CENTRE FOR PERFORMING ARTS IN YORK REGION**  
**Markham Theatre will sustain leadership as a centre of excellence for performing arts in York Region.**

**Strategic priorities:**

- Build Markham Theatre brand;
- Sustain competitive edge in infrastructure, public spaces and equipment;
- Improve accessibility to and within the Theatre;
- Encourage improvement of public transit;
- Examine the feasibility of a major exterior retrofit and expansion, to enhance patron experience, and to align the theatre with Civic Centre public realm goals as they develop;
- Grow and sustain rental business.

**THEME 2: ARTISTIC EXCELLENCE AND PROGRAMS**  
**Markham Theatre will develop and sustain artistically brilliant performances, programs and services that connect with the community.**

**Strategic priorities:**

- Provide programs aligned with Markham Theatre's artistic values and guiding principles;
- Develop an inclusive programming model that connects with and brings the community together;
- Make Markham Theatre Discovery programs the key strategy for audience development;
- Develop opportunities for innovation, commission, and presentation of new work;
- Be a catalyst for the growth of the artistic professional community;
- Develop strategic relationships with key stakeholders; school boards, post secondary; cultural organizations and groups.

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## **THEME 3: AWARENESS AND COMMUNICATIONS**

**Markham Theatre will broaden attendance and participation for live arts in Markham.**

### **Strategic priorities:**

- Develop marketing and communications strategies and plans to respond to growing and changing market place (realignment);
- Develop strategic partnerships with key industry media, including ethnic media;
- Create and implement database management processes;
- Implement comprehensive web marketing and social media programs;
- Improve sales function;
- Improve customer service, encourage loyalty, and conduct systematic surveys.

## **THEME 4: CAPACITY BUILDING**

**Markham Theatre will champion building partnerships, generating contributed income, and increasing operational efficiency.**

### **Strategic priorities:**

- Develop a strategy/plan to grow major gifts;
- Develop a comprehensive development/fund-raising program, and recruit volunteers with strong fundraising background for Advisory Board and fund-raising Committee(s); Get the best soliciting resource - specialized assistance;
- Increase in-kind contributions;
- Increase earned revenues;
- Increase efficiency of existing resources and train staff accordingly;
- Look at new areas of partnerships with Town's Cultural Venues, Recreation, Corporate Communications and other corporate departments;
- Programs to sustain and grow leadership within Markham Theatre;
- Maintain a strong focus on innovation and adaption to changing client expectations.

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## **THEME 5: SUCCESS FOR MARKHAM THEATRE**

**Markham Theatre will strive to reach the goals and objectives established through a series of 32 metrics distributed in 5 categories: General Activities, Professional Entertainment Season, Discovery, Rentals, and Finance.**

### **Strategic Priorities:**

- Success for Markham Theatre is much more than bottom line results. It includes offering a world class program that appeals to a broader audience, and grow cultural development within our community in an inclusive and balanced approach.
- It also includes the ability for the organization to build capacity to respond to Markham's growth and changing market place, and to build a sustainable operation.
- Markham Theatre's main goal is to develop and sustain sound financial results without compromising the investments in programs, marketing, community engagement and accessibility. The strategy recommends building capacity by implementing an aggressive fund raising plan to boost contributed income, and to continue to grow earned revenues. Our successful model is also determined by maintaining the municipal participation at a level 5% below the national average of 30% of the total operating budget.

See page 11 for metrics table.

# MARKHAM THEATRE STRATEGIC PLAN

## METRICS 5Y - GOALS AND OBJECTIVES

CATEGORIES	METRICS	Benchmark	Goals/Objectives					
			2010	2011	2012	2013	2014	2015
General Activities	Number of Events	318	330	350	350	350	350	350
	Events Calendar breakdown - Commercial/Community/PES	111-129-78	120-120-80	126-126-84	132-132-88	132-132-88	132-132-88	132-132-88
	Number of performances	281	290	305	320	320	320	320
	Total days occupied	292	305	315	330	335	335	335
	Occupation # days breakdown - Rental/PES/Maintenance/Dark	240-52-10-63	250-55-10-50	255-60-10-40	265-65-10-35	265-65-10-35	265-65-10-35	265-65-10-35
	Market penetration - (5 years/# of households hit in Markham)	14.50%	15.25%	16.00%	16.80%	17.65%	18.50%	18.50%
	Theatre exposure - Media impressions	n/a	tbd	tbd	tbd	tbd	tbd	tbd
	Grand total Attendance and Participation (All categories)	145,973	153,190	164,075	170,129	181,466	188,067	188,067
	Audience attendance	91,333	95,900	100,695	105,729	111,016	116,567	116,567
	Discovery attendance	31,834	32,290	38,380	39,400	45,450	46,500	46,500
	Participation (on/off stage)	22,806	25,000	25,000	25,000	25,000	25,000	25,000
	Audience satisfaction	n/a	90%	90%	90%	90%	90%	90%
	Producers/Performers satisfaction	n/a	95%	95%	95%	95%	95%	95%
	Partnerships	62	75	80	85	85	85	85
	Volunteers hours	850 hours	1000 hours	4,000	5,000	5,000	5,000	5,000
PES	Number of performances	60	65	70	73	75	75	75
	Attendance	21,267	22,000	23,000	24,250	25,500	26,700	26,700
	Capacity %	70%	75%	75%	75%	75%	80%	80%
	First time patrons - # accounts	5,270	5,500	5,775	6,000	6,400	6,700	6,700
	Returning patrons - # accounts	3,911	4,500	5,000	5,500	6,000	6,500	6,500
	Programming balance - FB-HAI-BCT	48%-18%-34%	50%-20%-30%	50%-15%-35%	50%-15%-35%	55%-15%-30%	55%-15%-30%	55%-15%-30%
Discovery	Total attendance and participation	31,834	32,290	38,380	39,400	45,450	46,500	46,500
	School Matinees, workshops, masterclasses & such	1,654	2,000	3,000	4,000	5,000	6,000	6,000
	Youth Camps	180	290	380	400	450	500	500
	Community Events	30,000	30,000	35,000	35,000	40,000	40,000	40,000
	Number of rental clients	105	110	115	120	120	120	120
Rentals	Renewal rate	58%	65%	70%	75%	75%	75%	75%
	Rental breakdown - Commercial/Community	46%-54%	50%-50%	50%-50%	50%-50%	50%-50%	50%-50%	50%-50%
	Town Subsidy	30%	27%	25%	25%	25%	25%	25%
Financials	Contributed Income (Cash: sponsorships, advertising, donations/In-Kind value)	\$331,627	\$350,000	\$375,000	\$425,000	\$500,000	\$550,000	\$550,000
	New work and commissions	n/a	n/a	n/a	n/a	\$ 50,000	\$ 75,000	\$ 75,000
	Theatre endowment (Aligned with new terms of reference)	\$422,592	457,254	486,047	516,271	547,966	581,172	581,172

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## METRICS 5Y GOALS AND OBJECTIVES: DEFINITIONS

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### **Audience Attendance**

Number of people attending a staged performance or an event at Markham Theatre.

### **Audience Satisfaction**

Level of satisfaction in percentage from in-house surveys - qualitative and quantitative - provided after a performance or a Discovery program.

### **Community Events**

Community events held out of the wall of the Theatre (such as Festivals), for which the theatre offers programs and services, such as booking and staging performances, providing workshops, and such.

### **Contributed Income**

Revenue stream from sponsorship (cash and In-Kind), playbill programs advertising sales, Annual Gala live and silent auctions, and donations of all level.

### **Discovery (Markham Theatre Discovery)**

Name/portfolio encompassing all Markham Theatre educational and community outreach programs, including school matinees, workshops, master classes, lectures, artists' residencies, youth camps and actors' workshops, family programs, and community festivals and events.

### **Discovery Attendance**

Number of people attending and/or participating at a program offered under the umbrella of Markham Theatre Discovery – Education and community outreach.

### **Event**

Any specific theatre use/rental. Includes meetings, seminars, birthday parties, stage performances. May be more than one event per day, not all of which involve a performance.

### **Event Calendar Breakdown**

Calendar breakdown determined by the number of events between Commercial rentals, Community (and educational) rentals, Professional Entertainment Series (as well as Discovery) programs.

### **First Time Patrons**

Number of new ticket buyers' accounts, tallied annually through ticket system database – rentals and professional entertainment series included.

### **Grand Total Attendance and Participation**

Total includes audience attendance (PES and Rentals), Discovery attendance (to educational and outreach programs), and participation (see definition).



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## **In-kind Value**

A sponsorship where no money changes hands but items of equal value are exchanged, e.g., hotel rooms or catering for advertising in the house program.

## **Market Penetration**

Percentage of households in Markham who have participated or attended an event.

## **Master Classes**

In-depth training session by a performer usually offered to trained students and/or professional artists in the performing arts.

## **New Works and Commissions**

The total financial investment provided by the Theatre, to create and/or commission new artistic production(s) to be presented at Markham Theatre.

## **Number of rental clients**

The number of community organizations, producers, promoters, corporations and other type of clients renting the theatre annually.

## **Occupation # days breakdown – *Rental/PES/Maintenance/Dark***

Annual breakdown of the days occupied at the Theatre, including # days used for rental, # days used for professional entertainment series and discovery; # days used for maintenance; and # of days that were dark (Theatre non-utilized, Holidays, Etc.)

## **Participation**

Number of people back and on stage taking part in an event or performance, i.e. dancers, singers, band members, crew members.

## **Partnerships**

Partners are sponsors – cash and in-kind, media and hospitality partners, community organizations, producers, and promoters who play a key role making the programs and services viable and accessible.

## **PES**

Professional entertainment series, programs presented by the Theatre.

## **Performance**

Recital, concert, show, presentation of any kind either on stage, or in the rehearsal hall, or in public spaces.

## **Producer/Performer Satisfaction**

Level of satisfaction, qualitative, and quantitative, in percentage from user groups, rental clients, artists presented by Markham Theatre gathered through informal surveys.

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## **Programming Balance**

Determines the balance and ratio between the number of performances that FB: should be Financially Beneficial; HAI: should provide High Artistic Impact (performance that would touch the Community); BCT: should Bring the Community Together (reaching out to broader audience).

## **Renewal Rate**

The percentage of rental clients renewing their business with the Theatre annually.

## **Rental Breakdown**

Percentage of rental activity between commercial rentals and community rentals – community rentals include community and educational clients benefiting from subsidized rental rates.

## **Returning Patrons**

Number of ticket buyers' accounts renewing purchase tallied annually through ticket system database – rentals and professional entertainment series included.

## **School Matinees**

Educational staged performance, usually 60 minutes and aligned with school curriculum. Study guides are usually provided to prepare students.

## **Town Subsidy**

The percentage of the total financial participation from the corporation over the total cost of the Theatre operation.

## **Theatre Endowment**

The total balance recorded at the end of each year from the Theatre Endowment, which includes the Capital Improvement Reserve Fund, and the Theatre Endowment Reserve Fund.

## **Theatre Exposure - Media Impression**

The number of people who may have seen an article, heard something on the radio, watched something on television, or read something on a web page or blog, or any other medial outlets – tallied within a scope of 5 years.

## **Volunteers Hours**

Number of hours worked by Theatre volunteers, including but not limited to front-of-house staff, stage crew, interns, promotion and outreach agents, advisory board members.

## **Workshops**

Short (usually one hour) educational program most likely offered to amateur artists, students or interested stakeholders

## **Youth Camps**

March break and summer theatre camps, actors' workshop and Junior Stars Camp, and any other camp programs provided by Markham Theatre.

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### ALIGNMENT WITH CORPORATE PRIORITIES

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**Markham Theatre strategic plan aligns with the Town's Mission as well as with the major planning initiatives undertaken by the municipality:**

#### **Town of Markham Corporate Mission:**

Working with the community to provide high quality municipal services that meet, if not exceed, the expectations of Town residents and businesses.

#### **Integrated Leisure Master Plan**

*Mission Statement:* Markham's Parks, Recreation, Cultural and Library Services provide inclusive, accessible, safe, enjoyable and sustainable leisure, learning, sport, and cultural opportunities essential to vibrant places. This contributes to a quality of life that attracts and retains diverse and talented residents, supports a community-wide commitment to lifelong active living and learning, and advances Markham's future prosperity in the rapidly growing creative and knowledge-based economy.

*Creative Cities:* • Arts and culture contribute immensely to Markham's high quality of life, providing a wide range of benefits that are key to maintaining healthy and creative cities. Markham's continued commitment to the arts and cultural sector is a fundamental and critical component of building creative cities that attract creative-minded people, including residents, employees, and visitors. • While this Master Plan provides high-level direction for arts and cultural facilities and services, there remains a need for a comprehensive municipality-wide Arts and Cultural Plan to guide Markham's arts and cultural offerings, to fully engage the arts and cultural community, and to recognize their contribution to an integrated leisure system.

#### *The benefits of providing cultural services:*

• Support a thriving economy. • Enhances our quality of life. • Creates a sense of pride in our communities. • Encourage social cohesion.

#### **Integrated Leisure Master Plan goals for culture:**

To support and create cultural vibrancy and sustainability in Markham.

To strengthen Markham's position as a creative community by enhancing and promoting arts, culture and heritage opportunities.

# APPENDIX A



## Diversity Plan

Markham is one of the fastest growing and culturally diverse municipalities in Canada.

Culture creates a sense of place, of belonging. Markham's ethno-cultural diversity provides a rich foundation for Markham's cultural future, which will extend far beyond the walls of the cultural venues. That's why Council created a Culture Department in 2009 and recently approved a process to create a Cultural Policy and Plan, including broad engagement with the community. The intent is to bring cultural institutions to the community, as well as to invite the community into Markham's institutions.

Expanded accessibility will address the four target groups, seniors, and youth ethnic diversity and physically challenged. Outreach programming is key to engaging communities. Markham Theatre's Strategic plan includes key audience development and community engagement strategies.

## Markham's Green Print Sustainability Plan

The *Greenprint vision* is: Leading the way together to liveable neighbourhoods, healthy people and continuing prosperity.

The Greenprint is founded on the three pillars of sustainability; society, economy and environment. The Social and Cultural Well-Being pillar focuses on developing healthy social relationships and partnerships to achieve common goals while meeting individual and community needs like health and well-being, nutrition, education and cultural expression.

The Markham Theatre Strategic Plan directly aligns with the Greenprint priority, Identity and Culture. This priority's primary objective is "promote and celebrate all that makes Markham great" and the Markham Theatre Strategic Plan advances multiple recommendations found in the Greenprint.

This plan indirectly supports the following priorities and objectives of the Greenprint:

- Social Equity – Greater resident involvement in community stewardship through engagement of volunteers;
- Education and Skills – Facilitate life-long learning and skills development; through school matinees, youth camp, and master's classes for performing arts;
- Economic Vibrancy – Facilitate and support Markham's existing businesses; through partnerships with local hotels and restaurants to cross-promote one another.

The key considerations in creating a culturally vibrant and sustainable community are education and cultural identity; of which Markham Theatre directly addresses, fosters, and promotes through its scope and content of programming.

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## Markham's 2020 Strategic Direction of our Economy

Culture as an Economic Engine: Cities attract new business or investment, or see job growth, if “creativity” is a component of their economic and strategic plans. Creativity is the engine of the new economy.

Markham Theatre's Strategic Plan aligns well with Markham 2020's vision. More specifically, Markham 2020 is envisioned as: A “Creative Markham” where innovation, technology, cultural diversity and the arts fuel successful enterprises.

The Markham Theatre Strategic Plan indirectly support some of the key strategic themes and objectives found in Markham's 2020: • Information, entertainment and Cultural Industries - Markham businesses engaged in cultural industries to be on “Top 20 Employers” list. • Build a Creative Markham - High-technology employers to regard Markham as a “Community of Innovation and Creativity” • Build Sustainable Markham – Markham to be ranked internationally as a “Sustainable community”.

## Culture Plan

Markham Theatre's Strategic Plan will significantly contribute in providing key strategic directions as a business unit of the department of culture, for the delivery of cultural services, and for the Culture Plan. It is a timely reference and will help in crafting the various recommendations of the Culture Plan, which is an addendum of the Integrated Leisure Master Plan.

## Conclusion

Markham Theatre is well positioned to sustain and enhance its leadership in delivering services and encouraging participation in the performing arts for all ages. This plan focuses on building capacity and clear measurable results to ensure the Theatre remains relevant and effective in meeting the needs and expectations of its growing audiences and participants, consistent with the Town's E3 program.