



Report to: General Committee

Date Report Authored: August, 2013

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**SUBJECT:** Flato Markham Theatre Strategic Update and Key Initiatives  
**PREPARED BY:** Eric Lariviere, Theatre Manager

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**RECOMMENDATION:**

THAT the report titled Flato Markham Theatre (FMT) Strategic Update and Key Initiatives be received;

AND THAT Staff be authorized and directed to do all things necessary to give effect to this resolution.

**EXECUTIVE SUMMARY:**

**PURPOSE:**

This presentation by the members of the Flato Markham Theatre Advisory Board is to provide information to the General Committee regarding the “State of the Theatre” after the first two years of the strategic plan, along with announcing the launch of a key audience development initiative named *Every Child, Every Year*.

**BACKGROUND:**

In the fall of 2011, Markham City Council adopted the proposed strategic plan for the Flato Markham Theatre. Since its inception, with strong corporate support, hard work from the members of the advisory board and Theatre Staff, many positive outcomes have emerged from the planning initiative.

Inspired by a new VISION: “**Live Arts Matter to All**” and MISSION: *To cultivate a vibrant creative community through live arts*, the Theatre team has stood by the following values and guiding principles: 1. Artistic Excellence; 2. Community Engagement; 3. Knowledge; 4. Partnership, and 5. Sound Management and Governance.

In 2012, the Theatre managed and serviced 365 events, touching the lives of 152,991 people, including 119,966 attendees (rentals and programs combined) and 33,025 participants. In the past three years, the scope of the operation increased by 38%.

**Some highlights marking the past two years:**

- ✓ Sustained competitive edge through improvements to the infrastructure and stage equipment, along with excellence in customer service
- ✓ Expanded programs and services to the community
- ✓ Increased awareness and broadened the audience
- ✓ Made significant growth in partnerships and contributed income
- ✓ Sustained sound financial results.

**Naming Sponsorship**

Last year, the City of Markham secured its first facility naming sponsorship agreement with Flato Developments, Inc. to change the name of the Markham Theatre to the Flato Markham Theatre. Flato had been the presenting sponsor of the professional series for three years prior to this long term major commitment.

*Estimated value over 10 years: \$1M.*

**OPTIONS/ DISCUSSION:****1. KEY STRATEGIC PRIORITIES**

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

**Theme 1: Leading Centre for Performing Arts in York Region**

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

**Theme 2: Artistic Excellence and Programs**

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

**Theme 3: Awareness and Communications**

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

**Theme 4: Capacity Building**

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

**Theme 5: Success for Flato Markham Theatre**

Flato 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.

**2. Flato Markham Theatre REPORT CARD – Metrics and Key indicators, Financial results****Theme 1: Leading Centre for Performing Arts in York Region**

- ✓ Managed and delivered 365 events (2012) – an increase of 15% in two years.
- ✓ Total annual events through rentals increase from 240 events (2010) to 273 events (2012), +14% in two years.

Primary Capital Improvements:

- **2011:**  
**Audio Retrofit – House Speaker/Amplifier System/Control/Wireless Mics**  
 Elevated the quality and balance of the sound, a positive impact on the overall experience for the artists and audiences alike; savings on wireless microphone rentals for the Theatre programs. Increasing profile and competitive edge of theatre vs. rental business; sustaining excellence in customer service.
  
  - **2012:**  
**Stage Lighting Dimmer System and Fixture Replacement**  
 Elevated the production quality and provided additional lighting options for Theatre programs and rental groups, a positive impact on the overall experience for the artists and audiences alike; savings on lights rental cost for the Theatre programs. Sustaining competitive edge and keeping pace with needs of modern productions.
  
  - **2013:**  
**Auditorium Seating and Accessibility Retrofit**  
 The retrofit provides significant improvement for accessibility and safety to attendees, elevating accessibility standards for artists and audience alike, sustaining competitive edge, comfort, and excellence in customer service.
- ✓ Successful recovery and continued improvement in **rentals net revenues** following the hit from the economic downturn and the opening of new professional venues in the region:

| 2007      | 2008      | 2009      | 2010      | 2011      | 2012      |
|-----------|-----------|-----------|-----------|-----------|-----------|
| \$512,000 | \$498,000 | \$456,000 | \$480,000 | \$547,000 | \$546,000 |

**Community Support:**

Through its reduced community rates, the City/Theatre supports a wealth of community organizations and schools to provide state of the art services and stage equipment to sustain cultural excellence and accessibility to the cultural/artistic and educational community.

In 2012, the Theatre serviced 158 events (58% of rentals) by community and educational groups and counted 52 clients in this category.

**Theme 2: Artistic Excellence**

Presents, produces and delivers **over 90 events** and programs annually

- ✓ Program development and branding with two signature series: *Diamond Series* and *Discovery*.
- ✓ **Diamond Series: in 2012-13**, 70 world class diverse performances attracted more than 23,000 attendees.
- ✓ The Theatre now hosts and attracts high profile artists and productions, along with the finest emerging artists from Canada and the world over, and showcases world premieres and exclusive Canadian and Ontario presentations:

- Theatrical productions such as Rhythm of the Dance, Chi of Shaolin - The Tale of the Dragon, Yamato – The Drummers of Japan, The Acting Company with Shakespeare’s Julius Caesar, Aga-Boom – Theater of Physical Comedy, Ballet Jorgen’s Swan Lake, Voca People, Shreya Ghoshal, Jake Shimabukuro, Nrityagram Dance Ensemble, and the National Circus of the People’s Republic of China.
  - Global sensations including The Vienna Boys Choir, Paco Pena, Paul Taylor Dance Company, Preservation Hall Jazz Band, The Pointer Sisters, The Manhattan Transfer, Air Supply, Chick Corea.
  - Canadian Talent at its best with, among many others, Chantal Kreviazuk, Jesse Cook, Nikki Yanofsky, the Leahy Family, Howie Mandel, Michael Kaeshammer, Colm Wilkinson, Ballet British Columbia, Andre Philippe Gagnon.
- ✓ The 2013-14 Season will not be short of excitement as the season opens with legendary Latin Artists Jose Feliciano, followed by concerts featuring Buffy Sainte-Marie, Chamber Orchestra Kremlin, Billy Cobham, Gino Vannelli, Roch Voisine, Al Jarreau and many more.

Some of our patrons’ testimonials:

*About Voca People:*

*“ I am subscriber to the Mirvish season for the past four years and Dancap for two (before they cancelled their subscription packages) and I have to say that Voca People was among one of the best shows I have ever seen...”*

*About Bowfire:*

*“Hi Eric....wow....."Bowfire" last night was spectacular and such a wonderful experience for us....we're so pleased that you included them in the 2012 - 2013 program line-up!”*

*About Japanese Jazz pianist Hiromi:*

*“This is the second time I have seen Hiromi perform at the Markham Theatre. Brilliant, brilliant, brilliant. Please invite her back again!! Thanks...”*

- ✓ The creation of Flato Markham Theatre **Discovery** marks the implementation of a key audience development strategy at the Theatre. Discovery creates, promotes, and provides educational programs and community outreach activities, including school matinees, youth camps, workshops, master classes, community classes and Ontario Dances program. See details at item 4.

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Parents' testimonial re: Daughter's experience at the Drama Camp:

*"Our daughter attended at the Markham Theatre over the past two weeks. Emma truly enjoyed this experience and the amount of positive encouragement and interaction provided by the group supervisors was apparent.*

*Emma had only positive things to say about all of the group supervisors and even enjoyed the before and after care program which has always been her least favorite part about camp in the past.*

*The Discovery Coordinator, Ari Weinberg, provided excellent communication about the camp, the activities, the production and the performance. When I emailed to say Emma would be late for camp one day due to a dentist appointment he quickly responded and confirmed where she could be dropped off. It was refreshing to feel completely in the loop about how our daughter would be spending each day.*

*We have participated and enjoyed several Town of Markham camps which is why we decided to try Drama Camp this summer. After a family vote last night, we all agree that this is the best camp we have experienced so far!"*

### **Theme 3: Awareness and Communications**

Marketing realignment and key marketing and communications initiatives produced positive outcomes:

- ✓ Increased awareness and attendance: FMT market penetration rate in Markham is at **13%**; and # of new patrons (accounts) since 2010: + **35%**
- ✓ Obtained media coverage/stories in multiple local, regional and national media including with the Markham Economist and Sun, the Toronto Star, and City TV.

*"With its 530-seat intimacy, excellent sight lines and generous (fully sprung) stage area, Markham Theatre is ideally suited to dance presentations. It even – and unusually for a theatre of its size – offers an orchestra pit for live musical accompaniment. Markham Theatre rivals, indeed exceeds – notably in wing space – the suitability of Harbourfront Centre's Fleck Dance Theatre. Thus it would seem logical and appropriate to include dance as an integral element of the theatre's programming....with sufficient marketing, a solid dance component within the theatre's overall programming would gradually build a widespread audience, particularly if the events were GTA exclusives, which obviously would need to be a booking condition. Although there is a substantial audience that enjoys dance when it sees it, this audience is not necessarily educated in terms of dance appreciation. Thus support programs in terms of online resources, pre-show chats and post-show "meet-the-artists" sessions would seem desirable. Even otherwise famous dance companies cannot be assumed to have name-recognition drawing power. Yet, despite the challenges, a more aggressive and well promoted move into dance programming by Markham Theatre would be a welcome development in the overall ecology of live performance within the GTA and enhance the theatre's image and prestige.*

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*“The intimate Markham Theatre is the perfect place to experience the sheer, visceral excitement of dance.”*

*“Markham Theatre's move into dance programming is a major bonus for GTA dance lovers.”*

- Michael Crabb, Toronto Star Dance Critic

See articles – copy attached and link:

- *Toronto Star Article by William Littler*  
[http://www.thestar.com/entertainment/music/2012/10/05/ambitious\\_markham\\_on\\_the\\_map\\_and\\_then\\_some\\_littler.html](http://www.thestar.com/entertainment/music/2012/10/05/ambitious_markham_on_the_map_and_then_some_littler.html)
- *Economist & Sun Coverage of new season*  
[http://www.yorkregion.com/news-story/2545993-markham-theatre-lineup-to-leave-lasting-footprints-/](http://www.yorkregion.com/news-story/2545993-markham-theatre-lineup-to-leave-lasting-footprints/)

See articles attached:

- *Economist & Sun Editorial: Support the Theatre.*
  - *Globe & Mail and Toronto Star articles re: Paul Taylor Dance Company*
  - *Today Commercial News weekly Editorial Support*
  - *The Indian Express: Amjad Ali Khan review*
- ✓ Multiple partnerships with local, regional and national media, including: York Region Media Group, Asian Television Network, Today Commercial News, Snap Markham, The Markham Review, Fairchild Radio, Jazz FM 91, Classical 96.3, York Media Group and many more.

#### **Theme 4: Capacity Building**

Producing and presenting world class quality programs such as those offered today at the Flato Markham Theatre, promoting it, reaching out to a growing and diverse community, and building audiences through investing in education programs and outreach initiatives requires significant investment, especially considering the seating capacity of the auditorium. This is only possible with sustained investment through support from our loyal theatre patrons, the volunteers, the business community, governments and the City of Markham.

- ✓ Naming sponsorship with Flato Developments, Inc  
*Estimated value over 10 years: \$1M*
- ✓ Presenting sponsorship Diamond Series with Weins Canada
- ✓ *Estimated value over three years: \$125K*

- ✓ Counting on 85 partners (In-Kind and Cash) supporting and sustaining a thriving performing arts program:
  - Estimated value in-kind: \$390,550 for the cultural Season 2012-13  
*In-Kind partnerships include hotel rooms, ground transportation services, printing, creative services and advertising (print and electronic).*
  - Cash value Contributed Income: \$309,122 FY 2012  
*Contributed income includes corporate sponsorships, Gala contributions, Circle of Stars and individual donations, advertising sales, and government grants.*
- ✓ Contributed income (cash) have increased by 163% in the past three years

**A robust capacity building strategy and plan are key elements in insuring sustainability of the actual business model in development.**

#### **Theme 5: Success for Flato Markham Theatre**

- ✓ Review of 32 indicators: see attachment of updated matrix of indicators.
- ✓ Theatre operation has grown by 38% over the past three years (2009-2012).
- ✓ Theatre Endowment, as of December 2012, was at \$569,000.
- ✓ City investment has remained under 25% in the past two years (strategic plan annual objective is 25%)

#### **Benchmark municipal support to similar Theatres in Ontario FY 2012:**

| <b>Theatre</b>                              | <b>Actual<br/>(1)</b> | <b>Municipal<br/>Investment<br/>(2)</b> | <b>%<br/>Actual<br/>(1÷2)</b> | <b>Population<br/>(3)</b> | <b>\$<br/>Municipal<br/>investment<br/>Per Capita<br/>(2÷3)</b> |
|---|-----------------------|---|-------------------------------|---------------------------|---|
| <b>Markham</b><br>530 seats                 | \$2,718,410           | \$ 619,500                              | 23%                           | 320,000                   | \$ 1.94   |
| <b>Burlington</b><br>718 seats<br>225 seats | \$ 1,513,451          | \$ 743,500                              | 49%                           | 178,000                   | \$ 8.50   |
| <b>Guelph</b><br>785 seats<br>225 seats     | \$ 2,197,223          | \$ 556,662                              | 25%                           | 118,000                   | \$ 4.18   |
| <b>Oakville</b><br>470 seats<br>126 seats   | \$ 2,291,400          | \$ 721,200                              | 31%                           | 185,000                   | \$ 3.90   |
| <b>Milton</b><br>500 seats                  | \$ 1,180,000          | \$ 445,000                              | 38%                           | 100,000                   | \$ 4.45   |
| <b>Brantford</b><br>1,125 seats             | \$1,946,020           | \$ 857,068                              | 44%                           | 93,650                    | \$ 9.15   |

*Source: CCI Ontario Presenting Network Municipal Support Annual Study*  
**Evolution of municipal investment vs. population and operation**

| <b>YEAR</b>             | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013<br/>Projection</b> |
|-------------------------|-------------|-------------|-------------|-------------|----------------------------|
| \$ Actual               | \$1,968,992 | \$2,235,187 | \$2,473,256 | \$2,718,410 | \$2,700,000                |
| City Investment         | \$602,393   | \$663,468   | \$577,252   | \$619,500   | \$638,000                  |
| Population <sup>1</sup> | 300,000     | 300,000     | 310,000     | 320,000     | 327,000                    |
| \$I/Capita              | \$2.01      | \$2.21      | \$1.86      | \$1.94      | \$1.95                     |
| \$I/\$Actual            | 31%         | 30%         | 23%         | 23%         | 24%                        |

<sup>1</sup> Source: City of Markham, Economic Development.

The repositioning of the programs have made the Flato Markham Theatre one of the most active and dynamic centre for regional, national, and international touring in Canada.

| <b>YEAR</b>  | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> |
|--------------|-------------|-------------|-------------|-------------|
| Ticket sales | \$528,000   | \$649,000   | \$754,000   | \$795,000   |

Note: total ticket sales include price of tickets plus handling fee.

### **3. PROGRAMS AND COMMUNITY**

Theatre programs are crafted to sustain artistic excellence featuring varied, diverse world class live arts experiences that connect with our diverse and rapidly growing community.

The balance between the various programs is comprised of: 1. The highest artistic standards, 2. Brings the community together, 3. Being financially sustainable. Cultural experiences provided through educational and outreach endeavors have proved effective in creating awareness, engaging the community in multiple ways, and building audiences.

### **4. DISCOVERY**

Discovery is the signature program that develops, provides and promotes education programs and community outreach initiatives - including school matinees, youth camps, Ontario Dances, artist residencies, master classes, workshops, forums, lectures and demonstrations, promotion and showcases at community festivals, events and public spaces in Markham.

Notables in the past years include:

- Active participation in the RBC Markham-Milliken Children's Festival
- Expansion of Youth Camps now serving 400 children annually
- Public Showcases and Informances at Markville Mall, Market Village and Pacific Mall have introduced our diverse communities to various productions such as Judy and David, Jigu! Thunder Drums of China, Ballet Jorgen Canada, Ballet Creole and Menaka Thakkar Dance Company, among others.
- The creation of an audience development model for dance through the presentation of Ontario Dance Companies (part of the Ontario Dances, supported in part by the Ontario Arts Council), along with the "Together in Dance" Forum, leading to the soon release of a "State of Dance" study.

## 5. EVERY CHILD, EVERY YEAR

**These are the most important audience development initiatives ever taken by the Flato Markham Theatre and are an integral part of the artistic and awareness strategy defined by the strategic plan 2011-2015 through Discovery.**

- ✓ **The vision** of the program is to nurture children's lifelong appreciation for the arts, and ensure that the program is **fully inclusive and available** to all elementary school children in Markham.
- ✓ *Every Child Every Year* is probably one of the most inclusive and effective vehicles to reach out to Markham's diversity at the grass root level in engaging a broad spectrum of children and communities (over 70 elementary schools) who can be encouraged through the program to think of them as part of "Markham".
- ✓ *Every Child, Every Year* will expose Markham students to a rich program of world class performances in music, dance, theatre, variety and theatricals. The program will follow the overall goals and objectives of the provincial Curriculum for the Arts with a series of educational performances, once a year, free of charge, to each child attending elementary school in Markham.
- ✓ Multiple studies prove to be a positive impact if elementary students participate and attend cultural/artistic activities. Studies show positive impacts on:
  - **Academic Outcomes**
    - Literacy and Language Development
    - Mathematics Achievement
    - Overall Academic Achievement
    - Underserved Students

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- **Cognitive Outcomes**
    - Creative Thinking
    - Critical Thinking
    - Problem Solving and Reasoning
  - **Personal Outcomes**
    - Engagement and Persistence
    - Motivation
    - Positive Behavior
    - Self-Efficacy and Self-Confidence
  - **Social and Civic Outcomes**
    - Collaboration and Communication

*Sources:*

*Arts Ed Search, Supported by multiple studies. Find details and list of studies at <http://www.artsedsearch.org/students/research-by-age-level/elementary-school>.*

*Hills Strategies, [www.hillstrategies.com](http://www.hillstrategies.com)*

✓ **Project funding:**

- The project will be gradually implemented starting with grades 1 and 2 for the 2013-14 Season. Once fully implemented – target period is Fall 2016 - the estimated total project direct cost is estimated at \$225,000 per year
- The project will be funded through contributed income, sourced from:
  - a. Theatre Annual Gala – specific amount earmarked
  - b. Naming Sponsor and government grants
- City investment will be within the existing contribution level: Flato Markham Theatre Advisory Board is committed to developing this project within the approved strategic plan budget objective, stating that the Theatre operating budget objective is to sustain a City investment level up to 25% of total budget.

The *Every Child, Every Year* investment represents our opportunity to maximize our exposure in the community at a minimal investment and align with the objective stated in the strategic plan. The program is a key strategy in developing and engaging future audience, ticket buyers, and supporters.

**When fully implemented, every year, the program will reach out to over 70 schools; serve more than 20,000 students through 40 performances.**

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## LINAMAR FOR THE PERFORMING ARTS, THE INSPIRING STORY OF THE CITY OF GUELPH'S RIVER RUN CENTRE

The City of Guelph started a similar program ten years ago, named after the corporate sponsor LINAMAR<sup>1</sup>.

According to the City of Guelph, meaningful facts demonstrate the degree to which the program is valued by the community:

- ✓ After 12 years of providing the program, all the schools in Guelph are still attending;
- ✓ The funding has been sustained and constant throughout this period – by all 3 levels of government and the naming corporate sponsor;
- ✓ The feedback we receive each year through letters and drawings from children, teachers and parents tells us that the program continues to be appreciated and valued for its quality, consistency and long-term vision.

*“A most recent observation that gives us an inclination of long-term impact... This past year we introduced a 4-week performing arts mentorship program for high school students. Far more students applied than we anticipated. When we asked the group of 70 how many had attended the Linamar program in elementary school, virtually everyone put up their hands. Further, these young emerging musicians/artists felt completely at home in the theatre, eager to learn the art of putting on a show and performing for their friends and families. They spoke opening and enthusiastically about their experiences with the Linamar program – as if it was normal and everyday aspect of their education.”*

**Ella Pauls** | Manager of Cultural Development  
Culture & Tourism | Community & Social Services  
City of Guelph

<sup>1</sup> Based in Guelph, Ontario, Linamar Corporation is Canada's second largest automobile parts manufacturer after Magna International.

## A POSITIVE CONTRIBUTION TO A THRIVING CULTURAL SCENE

*Every Child, Every Year* is a program that will significantly contribute to the wealth of the community, promoting inclusiveness, excellence, and introducing and inspiring thousands of students to through live arts performances. Culture is one of the four pillars of sustainability, and this project aligns with the City of Markham's corporate values of excellence, diversity, sustainability and economic development.

**Many studies show that Culture builds/is:**

- ✓ **True prosperity**...arts and culture are fundamental to our humanity. They inspire us, foster creativity, help express our values, build bridges between cultures, and bring us together regardless of ethnicity, religion, or age.

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- ✓ **Stronger communities**...studies have shown that a high concentration of the arts in a city leads to higher civic engagement, more social cohesion, higher child welfare, and lower poverty rates.
  - ✓ **21st Century workforce** . . . reports from the Conference Board of Canada show creativity is among the top applied skills sought by employers, and 72% of business leaders say creativity is of high importance when hiring.
  - ✓ **Creative Industries**... includes businesses ranging from non-profit museums, symphonies and theaters to for-profit film and video production, architecture and advertising companies.
  - ✓ **Good for local merchants**...the typical arts attendee spends \$27.79 per person, per event, not including the cost of admission on items such as meals, parking, shopping, and babysitters. Non-local arts audiences (who live outside the county) spend nearly twice as much as local arts attendees (\$40.19 compared to \$19.53)—valuable revenue for local businesses and the community.
  - ✓ **The cornerstone of tourism and surpasses sports in economic impact**... Regarding net national economic impact, cultural tourists generated \$5.1 billion of economic activity, over 110,000 full-time jobs, and \$419 million in government taxes (an estimate that does not include income taxes). Sports tourists generated \$1.3 billion of economic activity, over 28,000 jobs, and \$100 million in government taxes (also excluding income taxes). In 2007, the economic impact of cultural tourists was \$1.8 billion in Ontario.
  - ✓ **An Industry**...arts organizations are responsible businesses, employers, and consumers. They spend money locally, generate government revenue, and are a cornerstone of tourism and economic development. In the U.S., non-profit arts organizations generate \$166 billion in economic activity annually, supporting 5.7 million jobs and generating nearly \$30 billion in government revenue. Investment in the arts supports jobs, generates tax revenues, and advances our creativity-based economy.

Sources:

*Conference Board of Canada, American for the Arts, Hills Strategies*

#### **FINANCIAL CONSIDERATION AND TEMPLATE**

Not applicable.

#### **HUMAN RESOURCES CONSIDERATIONS**

Not applicable

#### **ALIGNMENT WITH STRATEGIC PRIORITIES:**

The strategic plan of the Theatre and the *Every Child, Every Year* project align with the City's corporate mission and strategic priorities such as the Culture Plan, the Integrated Leisure Master Plan, the Greenprint Sustainability Plan, Diversity Action Plan, and Markham's 2020 Strategic Direction of our Economy.

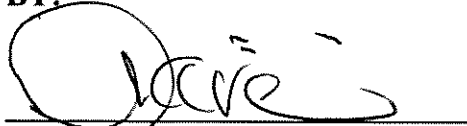
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**BUSINESS UNITS CONSULTED AND AFFECTED:**

Not applicable.

**RECOMMENDED**

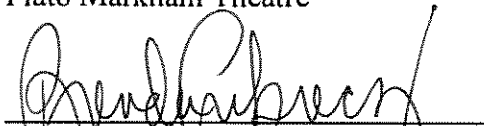
**BY:**



Eric Lapiviere, Theatre Manager  
Flato Markham Theatre



Mohammed Hosseini-Ara,  
Acting Director of Culture



Brenda Librecz,  
Commissioner  
Community Services and Fire

**ATTACHMENTS:**

Appendix A: Media articles:

- *Toronto Star: Markham on the Map and then some*
- *Economist & Sun: Markham Theatre Line-up to leave lasting footprints*
- *Economist & Sun Editorial: Support the Theatre.*
- *Globe & Mail and Toronto Star articles re: Paul Taylor Dance Company*
- *Today Commercial News weekly Editorial Support*
- *The Indian Express: Amjad Ali Khan review*

Appendix B: Metrics 5Y – Goals and Objectives 2013

Support material: Power Point Presentation