



**The Corporation of the City of St. Catharines
CITY COUNCIL (BUDGET) AGENDA
Regular, Wednesday, November 16, 2022
Council Chambers and Electronic Participation, 6:00 PM**

This Meeting will be held in both person at Council Chambers and electronically.

Individuals who are feeling unwell are asked to watch the Meeting online at www.stcatharines.ca/youtube rather than attend in-person.

Delegations to Council can be made in-person in Council Chambers or electronically through Zoom. Requests to delegate must be submitted using the [City's Electronic Delegation Form](#) by Wednesday, November 16, 2022 before 9 a.m. Those wishing to delegate through Zoom must attend a test session on Wednesday, November 16, 2022 at 10:00 a.m.

Public Comments: The public may submit comments regarding agenda matters to the Office of the City Clerk by contacting clerks@stcatharines.ca by Wednesday, November 16, 2022 before Noon. Comments submitted will be considered as public information and entered into public record.

His Worship Mayor Mat Siscoe takes the Chair and opens the meeting with a Land Acknowledgement

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- 1. Mayor's Report**
- 2. Adoption of the Agenda**
- 3. Adoption of the Minutes**
- 4. Declarations of Interest**
- 5. Motion to Move Consent Reports**

Consent Reports are approved in one motion which approves all of the recommendations contained in each report. Prior to this motion, a councillor may request that one or more of the reports listed under Item 6 be moved to the list of Discussion Reports.

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6. Consent Reports

- 4 - 17 6.1 Financial Management Services
Year-to-Date Report 2022 Third Quarter Operating Variance and
Forecast Report
- 18 - 23 6.2 Financial Management Services, Director
Capital Project Report for Third Quarter ended September 30, 2022
- 24 - 26 6.3 Legal and Clerks Services, Clerks Department
Council Correspondence

7. Presentations

8. Discussion Reports

- 27 - 51 8.1 St. Catharines Public Library - Orientation and 2023 Budget
Presentation
*(Presentation by Karen Smith Curtis, Business Administrator, and
Janice Coles, Library Board Chair, will precede discussion of the report)*
[Addenda]
- 52 - 82 8.2 FirstOntario Performing Arts Centre - Orientation and 2023 Budget
Presentation
*(Presentation by Colleen Smith, Executive Director, and Carlos Robayo,
Director of Finance and Administration, will precede discussion of the
report)*
[Addenda]
- 83 - 103 8.3 Meridian Centre - Orientation and 2023 Budget Presentation
*(Presentation by Jeff Dixon, General Manager of the Meridian Centre,
will precede discussion of the report)*
[Addenda]
- 104 - 134 8.4 Community, Recreation and Culture Services
Update from Rodman Hall Art Institute of Niagara
*(Delegation from Jean Bridge, Board Chair of Rodman Art Institute of
Niagara, will precede discussion of the report)*

9. Motions

10. Call for Notices of Motion

11. Closed Session

Council will meet in Closed Session for the following purpose(s):

12. Motion Arising from Closed Session

13. Adjournment

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Corporate Report City Council

Report from: Financial Management Services, Director

Report Date: November 7, 2022

Meeting Date: November 16, 2022

Report Number: FMS-167-2022

File: 10.57.10

Subject: Year-to-Date Report – 2022 Third Quarter Operating Variance and Forecast Report

Strategic Pillar:

This report aligns with the following St. Catharines Strategic Plan pillars:



Recommendation

The Report FMS-167-2022, regarding the 2022 Third Quarter Operating Variance and Forecast, be received for information.

Summary

This report provides the insight on the financial position of the City for the third quarter and the forecasted expenditures and revenues in the remainder of the year. It also assesses the projected year-end position in comparison with the annual budget. The information included in this report provides useful and timely information to the Budget Standing Committee and Council to assist in decision-making, accountability and tracking of budget performance.

Relationship to Strategic Plan

The recommendation supports the City's economic strategic goal to support the City's commitment to building and growing a diverse and resilient economy through fiscal responsibility. In addition, the environmental stewardship strategic goal to address climate change impacts and energy conservation.

Background

The quarterly year-to-date reports are received initially by the Budget Standing Committee (BSC) throughout the fiscal year (January 1 – December 31). This report is intended to provide Council with the information and details pertaining to the operating budget performance.

The information contained within this year-to-date (YTD) - 2022 third quarter report is general and summarized.

Report

To prepare this report, City departments were requested to review the departments third quarter (Q3) figures and provide comments on their financial circumstances that would contribute to any significant shortcomings or overages. Any variances greater or less than 10% of the target (75%) have explanations for the discrepancy. Additionally, a forecast based on YTD actuals and planned expenditures for the fiscal year are also provided as an estimate of the City's financial position at year-end. The details by budget areas (Operating, Parking, Water and Wastewater Operations) can be found in Appendix 1, 2 and 3 of this report.

The City's outside boards and commissions were also requested to provide their third quarter financial results and year-end forecast with brief explanations.

Tax Levy Supported Operating Budget

As of September 2022, the City's expenditure for fiscal 2022 is at 70% with 75% of the year complete. It is important to note that not all expenses are evenly expended throughout the year in the City, and departments have identified these operational situations in their comments (Appendix 1). Table 1 below summarizes the Q3 financial results of the tax levy supported operating budget and its year-end forecast.

Table 1 – Tax Levy Supported Operating Budget Q3 Summary (in 000s)

	2022 Approved Budget [A]	2022 Q3 Year-to-Date Actuals [B]	2022 Yearend Forecast [C]	Budget to Forecast Variance Favourable/(Unfav ourable) [A-C]
City Expenditures	104,232	72,698	104,471	(239)
Outside Boards and Commissions	22,084	19,414	22,834	(750)
Non-tax Revenues	(11,625)	(11,549)	(12,791)	1,166
Tax Levy	(114,691)	(114,691)	(114,691)	-
Total	-	(34,128)	(177)	177

COVID-19 Financial Impact

The COVID-19 pandemic had an impact in the first part of 2022 and the risk has lessened into the third quarter of 2022. However, the pandemic continues to be an area of concern to the community as well as the City's ability to provide all levels of services in the same manner that services were previously delivered. Lockdowns imposed by

the province in early 2022 impacted revenue generation in the City's recreational facilities, Transit Commission, Meridian Centre, and the FirstOntario Performing Arts Centre (FOPAC).

In Q3 2022 the COVID-19 pandemic impact on revenues was approximately \$1.39 million. The breakdown of the revenue impact is as follows: revenue from recreational facilities and arenas was impacted by \$0.46 million, revenues for the City's Boards and Commissions (Transit, Meridian Centre and First Ontario Performing Arts Centre) was \$0.79 million, and revenue loss from Provincial Offense Act (POA) by \$0.14 million.

The City's cost savings strategies to mitigate the COVID-19 pandemic impact were temporary workforce reduction and a temporary pause on non-essential spending. The workforce reduction savings was \$0.12 million. Non-essential spending pause was lifted as of May 25, 2022, and City staff have resumed regular budgeted spending.

The City is anticipating covering the loss of recreation program revenues with cost savings from facility shutdowns and higher than anticipated revenue generation from Q3 onward. At the time of this report, City staff is expecting facility revenues to be in line with budget. The net impact from the COVID-19 pandemic at Q3 was \$1.27 million.

City Departments

As of the third quarter (Q3) the City departments are tracking well within the 75% threshold and are anticipated to be in line with the year-end budget.

The office of the Chief Administrative Officer (CAO) is forecasting a favourable variance due to staff vacancies and cost savings at print shop as there are significantly lower than budgeted expenses for photocopying and printing supplies.

Legal Services and Clerks (LCS) is forecasting an unfavourable variance in forecasted revenue due to suspension of off-site civil ceremonies due to the COVID-19 pandemic as well as industry changes including greater competition from other municipalities offering more of the same services. Further unfavourable variance due to an influx of court cases since post-COVID-19 pandemic court re-opening and the additional legal fees in Q1, Q2, and Q3 related to the Transit amalgamation; partially offset by favourable variances in bingo license revenue.

Planning and Building Services (PBS) is forecasting a favourable variance due to staff vacancies and higher than budgeted revenues in planning applications, planning agreements, and by-law enforcement. Partially offset by an unfavourable variance in minor variance applications revenue due to staffing shortage.

Fire Services is forecasting an unfavourable variance mainly due to higher than budgeted overtime costs. Part of the reason for the higher overtime costs is that Fire does not fill vacancies as they arise. Vacancies are filled through a recruitment process onboarding multiple firefighters at one time. The process is lengthy (from the time of the decision to hire and the involvement of staff to support the recruitment process). Additionally, due to the pandemic and the overextending of HR resources, it was not

possible to fully meet recruitment needs in 2021. To help address these issues in 2022, the City is completing recruitment for two recruit classes with one for September 2022 and one for early 2023. Furthermore, there are unfavourable variances in fuel costs.

Economic Development & Tourism (EDTS) is forecasting a favourable variance due to staff vacancies which is partially offset by unfavourable year-end variance due to advertising and visitors guide revenues that are impacted by the COVID-19 pandemic.

Engineering, Facilities and Environmental Services (EFES) is forecasting a favourable variance in utilities cost at some City facilities (Seymour-Hannah, Bill Burgoyne Arena, City Hall, traffic signals) and streetlights energy cost savings due to the installation of energy efficient LED streetlights, higher than expected rental income at the Seymour-Hannah Sports and Entertainment Centre from a new tenant and temporary workforce reduction. Partially offset by lower than budgeted revenues at City arenas for practice rentals and vending machine revenue.

Municipal Works (MW) is forecasting a favourable variance due higher than budgeted revenues in the Cemetery division, Happy Rolph's, Municipal Golf Course, and Parks Operations. It is important to note that the Cemetery division is forecasting a favourable variance as significant revenue has been generated within this division. In addition, there are savings in the various park's divisional equipment usage, and staff vacancies (Students / Part-time / Casual). The overall favourable variance is partially offset by unfavourable variances in parks supplies usage, general contracts, and fuel. The winter control operations are forecasting to be \$855,000 over budget in 2022 which is to be fully covered by the Winter Control Reserve at the end of the year.

Community, Recreation and Culture Services (CRCS) is forecasting an unfavourable variance due to loss of revenue at the older adult centres, as a result of change in programming type offered (more drop-in programming than registered), revenue loss at the Kiwanis Aquatic Centre due to shortage of lifeguards, loss of revenue for Harriet Tubman Programming as a result of unexpected facility closure, as well as greater service contract expenses at swimming pools and beaches for janitorial services in the month of June. Partially offset by favourable variance due to cost savings due to staff vacancies, Students / Part-time / Casual, and temporary workforce reduction as well as cost savings from not offering programming at third party locations due to the COVID-19 pandemic.

Financial Management Services (FMS) is forecasting a favourable year-end variance driven by mortgage company revenues and water admin fees.

Corporate Support Services (CSS) is forecasting a favourable variance due primarily to cost savings in employee safety related to employee audiometric testing as well as fewer conferences and training courses being offered and attended in 2022. Partially offset by unfavourable variance related to increased service transaction processing fees driven by service request volumes.

Meridian Centre

At quarter end, the Meridian Centre is forecasting a year-end favorable variance of \$188,000 to budget. The variance is mainly driven by higher than budgeted ice rental, event, and ancillary revenue; savings in operating expenses, as well as savings in wages due to difficulties backfilling positions and reallocation of wage and benefits to support the Canada Summer Games Park because of the shared services model. This model was implemented after the 2022 budget was approved.

Canada Games Park

Staff have received the September 2022 monthly financial statements from Canada Games Park management company and forecasted for October to December based on the Year-to-date actuals. Currently staff are forecasting an unfavourable year-end variance of \$175,000 (representing the City's one-third share of the operating expenses) mainly due to lower than budgeted revenues and higher than budgeted capital contribution to the Canada Games Park. The unfavourable variance is partially offset by lower than budgeted operating expenditures.

Boards and Commissions

Performing Arts Centre (the PAC) is forecasting a small positive year-end position for 2022 of approximately \$9,800. There are favourable variances in the staffing expenses due to staffing shortage, turnover and the current hiring market. Staffing levels are not yet restored to optimal levels to support activity. This is offset by the unfavourable variances in ancillary revenues such as concessions and other related fees due to response of audiences being 20% less than estimated. The PAC will continue to monitor the financial impact of the COVID-19 pandemic.

The Public Library is forecasting to be in line with the 2022 budget. The Public library is anticipating miscellaneous revenues to be higher than budget due to higher interest rates on investments. However, the favourable variance is expected to be fully offset by costs to enhance customer service in alignment with the Public Library's strategic objectives. Early in 2022, lower than budgeted salaries and positive outcome to the annual benefits renewal has eliminated the risk built into the 2022 budget.

Transit is forecasting to be overbudget by \$0.75 million at year-end due to unfavorable diesel fuel prices at an all-time high. The price of Fuel remains extremely volatile and is expected to continue to be high for the remainder of the year. Farebox revenue was down significantly in Q1, but a steady increase has been observed in ridership throughout the year. This increase in revenue and ridership have offset some of the impact of the rising fuel prices. The cost of insurance for vehicles and general liability has gone up significantly in 2022 which has added significant pressures to the 2022 Transit Budget. The Provincial Government proposed Operating Funding to help support Transit in the continued recovery from the COVID-19 pandemic before the election. This funding along with the cost eligibility has not been confirmed by the province since the election.

At the time of this report the Q3 information is not available to city staff. Niagara District Airport (NDA) was forecasting a positive year-end position for 2022 at Q2 of approximately \$31,200. NDA at Q2 had experienced a 78% increase in movements compared to 2021, yet a 25% decrease in movements when compared to 2019. The number of events, changes to rates & fees, and changes to management of the investment of funds has filled any gaps and minimized the continued impacts of reduced movements in NDA's return from the COVID-19 pandemic on the airport's budget.

Non-Tax Revenues

Investment and bank interest income is expected to generate a \$1.46 million favourable variance at 2022 year-end due to higher-than-expected return on investment income as well as bank interest income. The main driver of the bank interest income increase was due to the Bank of Canada increasing the interest rate benchmarks in March, April, June, July, and September; it's anticipated that rates will continue to increase in Q4. The excess generated in the Hydro Dividend accounts will be transferred into the City's reserve funds in accordance with the excess hydro dividends policy ([BSC-B018-2021](#)).

It is estimated at this time that there will be approximately \$139,000 unfavorable variance in Provincial Offense Act (POA) revenue sharing mainly due to the significant shortfall in the collection of fine revenues. There was revenue distribution to Local Area Municipalities (LAMs) in Q1 2022, however the forecasts indicate that no revenue will be distributed in Q2 or Q3 of 2022 and a revenue claw-back in Q4. This impact is expected to be shared between the Region of Niagara and all LAMs.

Supplemental taxes are forecasted to generate an approximate unfavorable variance of \$53,000. This is attributable to supplemental billings often being based on building permits for items such as renovations, new builds, etc. where the timing of visits to properties by MPAC to pick up the additional value can be unpredictable and result in variances.

There is an unfavourable variance within the Penalties and Interest of approximately \$121,000 as more residents are paying their property tax bills on time. There is a favourable variance in Payment in Lieu (PILs) revenue for the Region of Niagara properties for \$15,000. The other non-tax revenues are anticipated to be at budget at this time.

Overall, the non-tax revenues have a forecasted \$1.17 million favourable variance over budget.

Parking Budget

As shown in Appendix 2 of this report, the City's parking budget is forecasting a favourable variance of \$0.47 million. This is mainly driven by a favourable variance of \$180,000 in transfer to the tax levy budget due to the lower than anticipated security costs for beach parking. However, the favourable variance is partially offset by lower than budgeted violation enforcement revenues generated.

The favourable variance in revenue generation is likely due to the impact of downtown employers revising their work from home policies which has brought more people back to downtown location and special events which the City will continue to host in the fall and winter months. In addition, the revenues generated at the Port Dalhousie and Sunset Beach locations where the Beach Parking Strategy has successfully been implemented are contributing to the overall favourable variance.

Overall, parking operations is forecasting to end the year with a total \$0.38 million net expenditure, compared to a budgeted net expenditure for fiscal 2022 of \$0.85 million.

Based on the current year-end forecast, the Parking Reserve is expected to have a year-end balance of approximately \$0.60 million. Staff will continue to actively monitor the parking budget and will provide an update to BSC and Council on the year-end results at Q4.

Water and Wastewater Budget

As outlined in Appendix 3 of this report, overall, the Water and Wastewater Budget is estimated to generate an additional unfavorable variance of \$0.35 million at 2022 year-end from the budgeted deficit of \$0.97 million.

The water budget is forecasting an unfavourable variance of \$0.21 million due to lower than budgeted water revenue.

The wastewater budget is forecasting an unfavourable variance of \$0.14 million due to lower than budgeted sewer surcharge revenue. The unfavourable variance is partially offset by a favourable variance generated from Regional Leachate credits.

It is anticipated that there will be a water / wastewater capital project surplus of \$1.29 million returned to the reserves (\$0.69 million from water capital projects and \$0.60 million from wastewater capital projects). Overall, the water and wastewater operations are forecasting to end the year with total \$1.32 million deficit (excluding the capital project surplus transfer).

The Water / Wastewater Reserve, at year-end, is anticipated to be at a balance of \$4.47 million. Any operational deficits will be funded by the Water / Wastewater Reserve at year-end, which currently has adequate uncommitted amounts to cover the forecasted year-end deficit.

Financial Implications

Based on Q3 YTD actuals, planned expenditures and departmental comments as of September 30, 2022, it's forecasted that the City's tax levy operating budget will show as a favourable variance of approximately \$0.18 million. It's forecasted that the City's parking budget will end the year with \$0.47 million favorable variance and the water and wastewater rate budget is forecasted with \$0.35 million unfavourable variance at year-end.

This forecast was developed based on the current situation and assumptions up until the end of September 2022.

City staff will continue to monitor the City's financials and provide updated financial forecasts to BSC and Council in the following year-end variance report.

Environmental Sustainability Implications

There are no environmental implications associated with this report.

Conclusion

The quarterly variance report is an important financial management tool. It also provides useful and timely information to Council to assist in decision-making, accountability and tracking of budget performance.

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Appendices

1. Appendix 1 – 2022 Operating Budget Variance as at September 30, 2022
2. Appendix 2 – 2022 Parking Budget Variance as at September 30, 2022
3. Appendix 3 – 2022 Water and Wastewater Budget Variance as at September 30, 2022

City of St. Catharines - 2022 Operating Expenditure Variance
as of September 30, 2022

Appendix 1
75% of the Year

	2022 Q3 Actuals	2022 Budget	% Used	Budget to Actual \$ Variance Favourable / (Unfavourable)	2022 Year End Forecast	Budget to Forecast \$ Variance Favourable / (Unfavourable)	Variance Comments
Office of Mayor and Members of Council	668,307	945,146	70.71%	276,839	948,547	-3,401	In line with Budget
Grants and Committees	9,271	23,000	40.31%	13,729	23,000	0	
City Departments							
CAO	773,749	2,084,789	37.11%	1,311,040	1,971,699	113,090	Favourable variance due to staff vacancies and cost savings at print shop as there are significantly lower than budgeted expenses for photocopying and printing supplies.
COVID-19	68,532	468,000	14.64%	399,468	205,192	262,808	Favourable variance due to lower than anticipated COVID related expenses including safety equipment, cleaning supplies, labour, and Security. Partially offset by an unfavourable variance in transfer from parking budget.
Legal Services and Clerks	1,601,745	1,811,240	88.43%	209,495	2,134,655	-323,415	Unfavourable variance in forecasted revenue due to suspension of off-site civil ceremonies due to COVID as well as industry changes including greater competition from other municipalities offering more of the same services. Further unfavourable variance due to an influx of court cases since post-COVID court re-opening and the additional legal fees in Q1, Q2, and Q3 related to the Transit amalgamation; partially offset by favourable variances in bingo license revenue.
Planning and Building Services	1,516,312	3,114,229	48.69%	1,597,917	2,481,396	632,833	Favourable variance due to staff vacancies and higher than budgeted revenues in planning applications, planning agreement, and by-law enforcement. Partially offset by an unfavourable variance in minor variance application revenue due to a staffing shortage.
Fire Services	20,701,571	27,209,796	76.08%	6,508,225	28,988,949	-1,779,153	Unfavourable variance due to higher than budgeted overtime costs, part of the reason for the higher overtime costs is that Fire does not fill vacancies as they arise. Vacancies are filled through a recruitment process which onboards multiple firefighters at one time. The process itself is lengthy (from the time of the decision to hire and the involvement of staff to support the recruitment process). In addition, due to the pandemic and other demands on HR resources which were stretched and unable to fully provide all recruitment needs in 2021. To help address these issues, in 2022, the city is completing recruitment for two recruit classes with one for September 2022 and one for early 2023. In addition there are unfavourable variances in fuel costs.
Fire Services Salaries/Wages-Overtime	2,667,171	1,215,648	219.40%	-1,451,523	3,145,484	-1,929,836	
Fire Services Sick Pay	908,849	1,099,999	82.62%	191,150	1,154,138	-54,139	
Economic Development & Tourism	637,770	1,361,022	46.86%	723,252	1,306,119	54,903	Favourable variance due to staff vacancies which is partially offset by unfavourable yearend variance due to advertising and visitors guide revenues that are impacted by COVID-19.

City of St. Catharines - 2022 Operating Expenditure Variance
as of September 30, 2022

Appendix 1
75% of the Year

	2022 Q3 Actuals	2022 Budget	% Used	Budget to Actual \$ Variance Favourable / (Unfavourable)	2022 Year End Forecast	Budget to Forecast \$ Variance Favourable / (Unfavourable)	Variance Comments
Engineering, Facilities and Environmental Services	6,593,714	9,754,340	67.60%	3,160,626	9,643,429	110,911	Favourable variance in utilities cost at some City facilities (Seymour-Hannah, Bill Burgoyne Arena, City Hall, traffic signals) and streetlights energy cost savings due to the installation of energy efficient LED streetlights, higher than expected rental income at Seymour-Hannah from a new tenant and temporary workforce reduction. Partially offset by lower than budgeted revenues at City arenas for practice rentals and vending machine revenue.
Municipal Works	13,501,241	20,655,089	65.37%	7,153,848	20,128,505	526,584	Favourable variance due higher than budgeted revenues in the Cemetery division, Happy Rolph's, Municipal Golf Course, and Parks Operations. In addition there are savings in the various parks divisional equipment usage, and staff vacacies (Students/Part-time/Casual). The overall favourable variance is partially offset by unfavourable variances in parks supplies usage, general contracts, and fuel. The winter control operations are forecasting to be \$855,000 over budget in 2022 which will be covered by the Winter Control Reserve at the end of the year if necessary. It is important to note that the Cemetery division is forecasting a favourable variance as significant revenue has been generated within this division.
Community, Recreation and Culture Services	5,499,845	7,447,403	73.85%	1,947,558	7,484,533	-37,130	Unfavourable variance due to loss of revenue at the older adult centres, as a result of change in programming type offered (more drop-in programming than registered), revenue loss at Kiwanis due to shortage of lifeguards, loss of revenue for Harriet Tubman Programming as a result of unexpected facility closure, as well as greater service contract expenses at Swimming Pools and Beaches for janitorial services in the month of June. Partially offset by favourable variance due to cost savings in wage unfilled positions, Students/Part-time/Casual, and temporary workforce reduction as well as cost savings from not offering programming at 3rd party locations due to COVID.
Meridian Centre	224,460	747,471	30.03%	523,011	559,552	187,919	At quarter end, the Meridian Centre is forecasting a year end favorable variance of \$188,000 to budget. The variance is mainly driven by higher than budgeted ice rental, event, and ancillary revenue; savings in operating expenses, as well as savings in wages due to difficulties backfilling positions and reallocation of wage and benefits to support the Canada Summer Games Park because of the shared services model. This model was implemented after the 2022 budget was approved.
Canada Summer Games	317,530	490,242	64.77%	172,712	665,197	-174,955	Staff have received the September 2022 monthly financial statements from Canada Summer Games Park and forecasted for October to December based on the Year-to-date actuals. At this time staff are forecasting an unfavourable yearend variance of \$175,000 (representing the City's one-third share of the operating expenses) mainly due to lower than budgeted revenues and higher than budgeted capital contribution to the Canada Games Park. The unfavourable variance is partially offset by lower than budgeted operating expenditures.

City of St. Catharines - 2022 Operating Expenditure Variance
as of September 30, 2022

Appendix 1
75% of the Year

	2022 Q3 Actuals	2022 Budget	% Used	Budget to Actual \$ Variance Favourable / (Unfavourable)	2022 Year End Forecast	Budget to Forecast \$ Variance Favourable / (Unfavourable)	Variance Comments
Financial Management Services	2,805,330	4,395,239	63.83%	1,589,909	4,231,908	163,331	Favourable year end variance driven by Mortgage Company revenues, and water admin fees.
Corporate Support Services	4,639,702	6,251,875	74.21%	1,612,173	6,225,487	26,388	Favourable variance due primarily to cost savings in employee safety related to employee audiometric testing as well as fewer conferences and training courses being offered and attended in 2022. Partially offset by unfavourable variance related to increased service transaction processing fees driven by service request volumes.
Contribution to Capital	1,049,000	1,099,000	95.45%	50,000	1,099,000	0	In line with Budget
Total City Departments	60,616,048	87,857,881	68.99%	27,241,833	88,097,167	-239,286	
Debt Repayment	12,081,728	16,374,343	73.78%	4,292,615	16,374,343	0	In line with Budget
Total City Expenditures	72,697,776	104,232,224	69.75%	31,534,448	104,471,510	-239,286	
Outside Boards and Commissions							
First Ontario Performing Arts Centre	1,680,206	1,716,038	97.91%	35,832	1,716,038	0	Performing Arts Centre (the PAC) is forecasting a small positive yearend position for 2022 of approximately \$9,800. There are favourable variances in the staffing expenses due to staffing shortage, turnover and the current hiring market. Staffing levels are not yet restored to optimal levels to support activity. This is offset by the unfavourable variances in ancillary revenues such as concessions and other related fees due to response of audiences being 20% less than estimated. The PAC will continue to monitor the financial impact of the COVID-19 pandemic.
Library Board	4,410,000	5,876,428	75.05%	1,466,428	5,876,428	0	The Public Library is forecasting to be in line with the 2022 budget. The Public library is anticipating miscellaneous revenues to be higher than budget due to higher interest rates on investments. However the favourable variance is expected to be fully offset by costs to enhance customer service in alignment with the Public Library's strategic objectives. Early in 2022, lower than budgeted salaries and positive outcome to the annual benefits renewal has eliminated the risk built into the 2022 budget.

City of St. Catharines - 2022 Operating Expenditure Variance
as of September 30, 2022

Appendix 1
75% of the Year

	2022 Q3 Actuals	2022 Budget	% Used	Budget to Actual \$ Variance Favourable / (Unfavourable)	2022 Year End Forecast	Budget to Forecast \$ Variance Favourable / (Unfavourable)	Variance Comments
Transit Commission	12,876,870	14,044,000	91.69%	1,167,130	14,794,000	-750,000	Transit is forecasting to be overbudget by \$0.75 million at year end due to unfavorable diesel fuel prices at an all-time high. The price of Fuel remains extremely volatile and is expected to continue to be high for the remainder of the year. Farebox revenue was down significantly in Q1, but a steady increase has been observed in ridership throughout the year. This increase in revenue and ridership have offset some of the impact of the rising fuel prices. The cost of insurance for vehicles and general liability has gone up significantly in 2022 which has added significant pressures to the 2022 Transit Budget. The Provincial Government proposed Operating Funding to help support Transit in the continued recovery from COVID before the election. This funding along with the cost eligibility has not been confirmed by the province since the election.
Niagara District Airport	447,134	447,134	100.00%	0	447,134		0 At the time of this report the Q3 information is not available to city staff. Niagara District Airport (NDA) was forecasting a positive yearend position for 2022 at Q2 of approximately \$31,200. NDA at Q2 had experienced a 78% increase in movements compared to 2021, yet a 25% decrease in movements when compared to 2019. The number of events, changes to rates & fees, and changes to management of the investment of funds has filled any gaps and minimized the continued impacts of reduced movements in NDA's return from COVID-19 on the airport's budget.
Total Expenditures	92,111,986	126,315,824	72.92%	34,203,838	127,305,110	-989,286	
Total Tax Levy & Non-Tax Revenues	-126,239,942	-126,315,824	99.94%	-75,882	-127,482,350	1,166,526	Favourable variance in bank interest income due to interest rate hikes by the Bank of Canada in March, April, June, July, and September 2022 anticipated that rates will continue to increase in Q4. This is partially offset by an unfavourable variances in supplemental taxes as the revenue is based on growth and delayed by COVID-19; and due to POA revenue sharing as revenue was distributed in Q1, forecasts indicate that there will be no distribution in Q2 & Q3 and a clawback in Q4. Unfavourable variance due to more residents are paying their property tax bills on time. There is a favourable variance in Payment in Lieu (PILs) revenue for the Region of Niagara properties. The other non-tax revenues are anticipated to be at budget at this time.
Net Tax Levy Budget	-34,127,956	0	0.00%	34,127,956	-177,240	177,240	

City of St. Catharines - 2022 Parking
Variance
as of September 30, 2022

Appendix 2
75% of the Year

	2022 Q3 Actuals	2022 Budget	% Used	Budget to Actual \$ Variance Favourable / (Unfavourable)	2022 Forecast	Budget to Forecast \$ Variance Favourable / (Unfavourable)
Meters	-431,145	-513,407	83.98%	-82,262	-662,962	149,555
Parking Violations	109,635	45,659	240.12%	-63,976	203,202	-157,543
Off Street Parking	-233,348	-154,812	150.73%	78,536	-265,259	110,447
Ontario Street Garage	94,550	216,646	43.64%	122,096	134,488	82,158
Carlisle St Garage	-100,513	-16,087	624.81%	84,426	-79,084	62,997
Beaches	-43,183	0	0.00%	43,183	-41,984	41,984
Parking Debt Repayment	831,942	1,109,158	75.01%	277,216	1,109,158	0
Investment Income	-4,760	-19,600	24.28%	-14,840	-17,617	-1,983
Net Expenditures	223,180	667,557	33.43%	444,377	379,943	287,614
Transfer to/(from) Tax Levy Budget	135,000	180,000	75.00%	45,000	0	180,000
Annual (Surplus)/Deficit	358,180	847,557	42.26%	489,377	379,943	467,614
Parking Reserve at Beginning of Year Surplus/(Deficit)	981,782	981,782			981,782	
Add: Annual Surplus/(Deficit)	-358,180	-847,557			-379,943	
Parking Reserve at End of Year Surplus/(Deficit)	623,602	134,225			601,839	

City of St. Catharines - 2022 Water Treatment and Wastewater Operations
Variance
as of September 30, 2022

Appendix 3
75% of the Year

	2022 Q3 Actuals	2022 Budget	% Used	Budget to Actual \$ Variance Favourable / (Unfavourable)	2022 Forecast	Budget to Forecast \$ Variance Favourable / (Unfavourable)
Revenues	-37,324,995	-56,674,291	65.86%	-19,349,296	-56,111,591	-562,700
Less: Region expenditures	24,479,979	36,828,256	66.47%	12,348,277	36,628,256	200,000
Net Revenue	-12,845,016	-19,846,035	64.72%	-7,001,019	-19,483,335	-362,700
City Expenditures						
Water Operating costs	1,959,270	7,692,288	25.47%	5,733,018	7,708,705	-16,417
Water Debenture debt	329,724	439,655	75.00%	109,931	439,655	0
Water Infrastructure costs	5,332,608	5,332,608	100.00%	0	5,332,608	0
Sewer Operating costs	2,490,929	4,738,879	52.56%	2,247,950	4,709,505	29,374
Sewer Debenture debt	575,316	767,081	75.00%	191,765	767,081	0
Sewer Infrastructure costs	1,849,854	1,849,854	100.00%	0	1,849,854	0
Net City Expenditures	12,537,701	20,820,365	60.22%	8,282,664	20,807,408	12,957
Annual (Surplus)/Deficit	-307,315	974,330	-31.54%	1,281,645	1,324,073	-349,743
Water & Wastewater Reserve at Beginning of Year	4,493,676	4,493,676			4,493,676	
Surplus/(Deficit)						
Add: Annual Surplus/(Deficit)	307,315	-974,330			-1,324,073	
Add: Water Capital Surplus Return to Reserve	691,788	0			691,788	
Add: Wastewater Capital Surplus Return to Reserve	604,000	0			604,000	
Water & Wastewater Reserve at End of Year	6,096,779	3,519,346			4,465,391	
Surplus/(Deficit)						



Corporate Report Budget Standing Committee

Report from: Financial Management Services, Director

Report Date: October 21, 2022

Meeting Date: November 16, 2022

Report Number: FMS-168-2022

File: 10.57.10

Subject: Capital Project Report for Third Quarter ended September 30, 2022

Strategic Pillar:

This report aligns with the following St. Catharines Strategic Plan pillars: Organizational excellence



Recommendation

That Report FMS-168-2022, regarding the Capital Project Report for the third quarter ending September 30, 2022, be received for information.

Summary

This report provides the list of projects substantially completed for the third quarter (Q3) ending September 30, 2022, as well as overall activity for the year.

Relationship to Strategic Plan

This report aligns to the pillar of economic prosperity and organizational excellence under 1.3 “to developing a capital financing and debt strategy to balance affordability and investments needs”. By providing updates on capital projects, it helps the city make more prudent decisions in future capital requirements.

Background

At the February 29, 2016 Council meeting, Council approved the following motion:

That staff report quarterly to Council on all completed infrastructure projects detailing budgeted costs, amounts the contract was awarded for, and the final project costs that are over \$100,000 in awarded costs.

The report on completed capital projects over \$100,000 will come forward to the Budget Standing Committee (BSC) on a quarterly basis.

Report

The purpose of this report is to provide information to the BSC and to Council about the capital projects over \$100,000 that have been completed in the third quarter of 2022. Capital projects are established for capital expenditures related to the renewal and replacement of the City's linear and non-linear assets. These projects are funded by debentures, operating fund contributions, water and wastewater contributions, infrastructure levy, grants, reserves, and donations. Staff rely upon market trends, industry, past experience, various studies, and professional judgement to determine project budgets.

In accordance with the Delegation By-law 2019-163, when project costs exceed approved budget amounts, authorized senior management can approve the transfer of additional budget up to \$250,000 from capital projects addressing similar needs. For amounts in excess of \$250,000, Council approval is required through a report that explains the budget need and recommends a source for additional funding.

The details of the seven capital projects completed during Q3 of 2022 are included as Appendix 1. Five of the capital projects required additional budget transfers which were approved through delegated authority for the following:

- P21-171: Malcolmson Park Trail
- P19-137: Merritton Park Improvement
- P17-22: Page Street
- PRC18-01: Canada Summer Games
- P17-009: Yale Crescent

When capital projects costs are lower than the approved budget:

- Funding requirements may be reduced thus uncommitted or returned to the original funding reserve. For debt funded projects, any excess amounts that are not required will remain unissued to avoid interest and debt issuance fees.
- Funds may be transferred to another project within the same infrastructure category that requires incremental budget, in compliance with the Delegation By-law 2019-163 or with Council approval.

Therefore, the completion of these projects under the approved budget amount does not necessarily mean that there are additional funds available.

Finance and project management teams have been monitoring and managing the inflationary impact on approved capital projects and future year's capital budgets. As inflation increases, there may be the need to delay, pause and / or re-budget capital projects. Projects that required budget transfer to accommodate for incremental costs are discussed in Appendix 1 under notes.

Staff have drafted and will present the 2023 Capital Budget for Council on November 23, 2022. The budget has been developed with lessons learned from an ongoing inflationary environment.

Financial Implications

There are no financial considerations associated with the preparation of the quarterly capital project report, other than those discussed within the report and related appendix.

Environmental Sustainability Implications

There are no environment implications associated with this report.

Conclusion

Departmental staff have worked collaboratively to complete the capital project report for capital projects over \$100,000 for Q3 2022. It is recommended that BSC receive for information purposes the capital project report.

Prepared and Submitted by

Ricci Cheung
Capital Planning Supervisor, FMS

Lucia Chen
Manager, Budgets and Procurement, FMS

Approved by

Kristine Douglas
Director, Financial Management Services / City Treasurer

Anthony Martuccio
Director, Engineering, Facilities and Environmental Services

Appendices

1. Completed Projects in excess of \$100,000, for First Quarter ended September 30, 2022

Completed Capital Projects, Q3 2022

Appendix 1

Project #	Project Name	Asset	Total Project Budget (includes any budget transferred in/out)	Budget Transferred-in (out) Approved by Delegated Authorities	Final Project Cost	Construction Award	Final Construction Cost	Favourable Variance between Project Budget & Actual	Notes
P21-171	Malcolmson Park Trail	Walkways	\$215,000	\$15,000	\$160,223	\$202,986	\$154,657	\$54,777	Construction came in under the awarded amount as the contract contingency anticipated due to uncertainty around inflation. Project was funded by the Niagara Regions Greater Circle Route Initiative and thus the favorable variance would return to the Region and remaining Canada Community Building fund would be relieved.
P17-103	Haig/ Ventura	Waterlines	\$1,854,849	\$(92,751)	\$1,665,194	\$1,464,309	\$1,540,476	\$189,655	Increased construction costs were approved through change orders accommodated within the approved total budget. Unrequired water funding will be used for other water projects / reserve.
P20-159/ P20-160	Meridian Centre – HVAC & Chiller Repair	Building	\$150,000	\$ (40,000)	\$120,542	\$119,927	\$119,927	\$29,458	Unrequired reserve fundings will be transferred back to the building reserves.

Completed Capital Projects, Q3 2022

Appendix 1

Project #	Project Name	Asset	Total Project Budget (includes any budget transferred in/out)	Budget Transferred-in (out) Approved by Delegated Authorities	Final Project Cost	Construction Award	Final Construction Cost	Favourable Variance between Project Budget & Actual	Notes
P19-137	Merritton Park Improvement	Building / Land Improvement	\$1,100,688	\$15,688	\$1,100,688	\$896,738	\$1,011,186	\$0	Increased construction costs were approved through change orders accommodated within an approved budget transfer.
P17-022	Page Street	Road/ Storm sewer	\$542,000	\$172,000	\$475,804	\$409,478	\$389,690	\$66,196	Budget transfer was required due to complexities in the design phase which required additional studies. The budget transfer included contingency to mitigate project request. Unrequired unissued debt will remain unissued to avoid interest and debt charges.

Completed Capital Projects, Q3 2022

Appendix 1

Project #	Project Name	Asset	Total Project Budget (includes any budget transferred in/out)	Budget Transferred-in (out) Approved by Delegated Authorities	Final Project Cost	Construction Award	Final Construction Cost	Favourable Variance between Project Budget & Actual	Notes
P17-009	Yale Crescent	Waterline / Sanitary / Storm sewer	\$1,737,939	\$53,000	\$1,102,568	\$1,011,024	\$985,048	\$635,371	Budget transfer was to cover a more complicated and deeper storm sewer connection than anticipated. Project included contingency which was not required. Unrequired water/ sanitary funding will be used for other water/ sanitary projects / reserves. Unrequired unissued stormwater debt will remain unissued to avoid interest and debt charges.
PRC18-01	Canada Summer Games	Capital Contribution (Building / equipment)	\$10,010,290	\$10,290	\$10,010,290	N/A	N/A	\$0	Budget transfer was required to cover unbudgeted amounts for site inspection and debenture fees.



Corporate Report City Council

Report from: Legal and Clerks Services, Office of the City Clerk

Report Date: November 10, 2022

Meeting Date: November 16, 2022

Report Number: LCS-187-2022

File: 10.12.1

Subject: Council Correspondence

Strategic Pillar:

Recommendation

That Council receive and file the items listed within the report; and

That Council receive and file additional correspondence distributed for the meeting held November 16, 2022, which is available upon request.

Report

The Office of the City Clerk is submitting, for the approval of Council, correspondence received during the period of October 29, 2022, to November 10, 2022.

Correspondence

1. Letter from the Rachel Braithwaite from the St Catharines Downtown Association re. 2023 St Catharines Downtown Association Road Closures

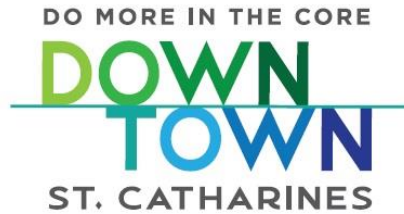
Prepared by

Sarah McWilliams
Council and Committee Coordinator

Submitted and Approved by

Kristen Sullivan
City Clerk

Sub-Item 1



November 2nd, 2022

Mayor and Councillors
City of St. Catharines
50 Church St., PO Box 3012
St. Catharines ON
L2R 7C2

Dear Mayor and Councillors,

RE: St Catharines Downtown Association Road Closures

Thank you for your continual support of the pedestrianization of several main streets in Downtown St Catharines over the past two years. In 2021 this initiative was pivotal to many of our businesses survival as they were unable to serve customers inside. In 2022, the SCDA obtained a number of grants to support activations during the road closures and successfully ran 8 events throughout the summer that brought hundreds of people to the downtown. During the summer over \$300,000 (from grants, sponsorships and our members) was invested in local artists, production, staffing and beautification of the downtown.

In 2022 we focussed on events because we knew the community would be looking for a safe way to socialize and celebrate their resilience through COVID. We were grateful that, with the Cities support, the downtown could provide that while also supporting the local economy (which also needed a boost).

In 2023 the SCDA is looking to reduce the number of events they host and rather support other events to happen, we are doubling our budget for sponsorship of events held downtown. We will also be focussing on member engagement, support and advocacy.

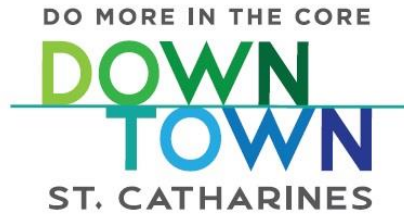
As a result, we will be looking to reduce the number of road closures to a max of four during the year, we are still finalizing the details in regards to dates, times and events. We are very grateful for the financial support through the years that has gone into the Road Closures and wonder if there may be a way that some of the funds that may no longer be needed for 2023 be reallocated to city infrastructure improvements in the downtown.

We understand that there are pressing needs on infrastructure across the city but the downtown is the economic hub of the city, with over \$3million in commercial property alone in the downtown, not to mention the new developments on the horizon. Typically, the downtown is one of the first places visitors or potential residents go to check out a city and we need to make sure we are putting our best foot forward.

ST. CATHARINES DOWNTOWN ASSOCIATION

80 King Street, Main Floor St. Catharines, Ontario Canada L2R 7G1 T (905) 685-8424

MYDOWNTOWN.CA



Some areas that we regularly receive concerns about include:

- inaccessible sidewalks,
- inadequate bike infrastructure,
- graffitied, broken or paint stripped lampposts and garbage receptacles, and
- the lack of any streetscaping east of Academy St on St Paul St

By fixing up some of the above city assets it will not only help to make our downtown more accessible and attractive, but it will also help increase the pride that people have in their downtown.

We look forward to your feedback regarding this request.

Sincerely,

Rachel Braithwaite

Rachel Braithwaite

Executive Director

St Catharines Downtown Association

ST. CATHARINES DOWNTOWN ASSOCIATION

80 King Street, Main Floor St. Catharines, Ontario Canada L2R 7G1 T (905) 685-8424

MYDOWNTOWN.CA



November 16, 2022

Council Orientation & 2023 Operating Budget

Janice Coles, Chair, Board of Directors
Ken Su, Chief Executive Officer
Karen Smith Curtis, Business Administrator



01

Orientation



St. Catharines
Public Library

Structure

- St. Catharines established its first free library by by-law in 1888
- Currently operate under the Ontario Public Libraries Act of 1990
- Act requires that a public library be under the control and management of a Board appointed by City Council
- There must be at least 5 Board members and there may not be more councillors than residents
- Operate as a governance Board
- CEO is appointed by the Board and is responsible for day-to-day operations



History



1888 SCPL established in a Masonic Temple on Ontario Street

1905 Carnegie Library at 59 Church St opened

1939 First branch opened in the Armouries for soldiers to use

1961 Three branches opened: Grantham, Merritton and Port Dalhousie

1976 Centennial Library opened

1997 Free public internet introduced

1999 Computer training lab established

2012 Dr. Huq Family Branch opened in the Kiwanis Aquatics Centre, replacing Grantham Branch

Strategic Plan



Our Vision

A community enriched by life-long opportunities for learning and connection.

Our Mission

The St. Catharines Public Library provides spaces, resources, and experiences for all citizens to learn, grow, and connect.

Goals

1. Embrace innovation, creativity, and boldness in everything we do
2. Build a recognized and valued brand
3. Foster more community connections
4. Be a library for all
5. Transform as we evolve

Current Operations



4 branches + vending machines

- Centennial Branch – Church St planning major renovations
- Dr. Huq Family Branch – shared facility with the Aquatics Centre on Carlton St
- Merritt Branch – located on Hartzel Rd - rented from SmartCentres with lease confirmed until Mar 31/24
- Port Dalhousie – in an old City Hall on Brock Street
- Books-to-Go & Holds-to-Go at Seymour-Hannah

**Ideas
in
Bloom**

Services

- Much more than books, in 2021
 - ✓ collection size is over 230,000 physical items, 25,000 e-books and audio books, and 30 databases
 - ✓ circulation of physical materials is over 465,000 plus over 240,000 electronic access
- Also circulate video games, books on CD, memory care kits, sports equipment, telescopes, hotspots
- Programs such as Storytime, Chess Clubs, Book Clubs, Therapy Tails and many more
- Ask a Librarian, holds pick-up, book bundles, visiting library services, inter-library loans, 3D printing and so much more
- Free internet
- Electronic resources – Hoopla, Ancestry, CloudLibrary, Mango, Press Reader and more
- Public space for all to residents to enjoy



Community Partnerships

- Ontario Attorney General's Office – Virtual Court
- City of St. Catharines – Seniors' Centre Without Walls, Culture Days, Pumpkinville, and Book Clubs
- St. Catharines Museum and Ontario Genealogy Society – Genealogy and Family History
- Brock University – Brock Talks
- Niagara Region Public Health – Kids Ultimate Challenge, Public Health Nurse at Storytimes
- St. Catharines Downtown Association – Block Party and Story Walks
- Grape and Wine Festival – Family Fun Zone
- Pride Niagara – Pride in the Park
- Niagara Libraries – One Book One Niagara
- Niagara Folk Arts – Library Tour and Community Fair



2022 Accomplishments

- Fines free being expanded in early 2023 to all
- Robots – generously donated by Wind Group and SPARC Technologies
- Central Library renewal is being planned
- New library brand and e-newsletters
- Stats:
 - ✓ 68% increase in registrations for Summer Reading Club from 2021 (5% over pre-pandemic 2019)
 - ✓ Membership is up 50% from pre-pandemic levels
 - ✓ Digital circulation has increased 80% from 2019
- Standardized operating hours and added 19% to service hours
- New HVAC at Central Branch



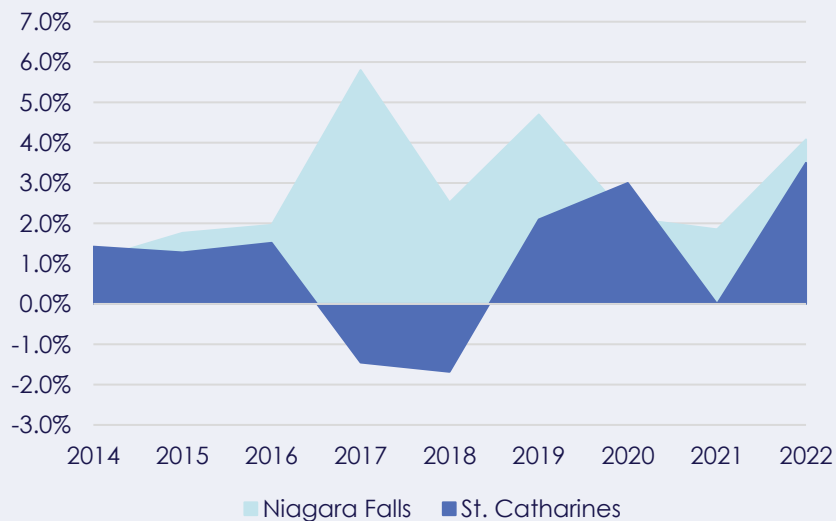
02

2023 Budget



Context

- SCPL did not request an increase in 2021 to support the City during the difficult times of the pandemic
- In 2017 and 2018, funding from the City was reduced 3.1%
- In 2020, peer Libraries received \$47.67 per resident
- SCPL received \$42.65 per resident
- \$5.02 less per resident – or \$685,000 less in funding



- ✓ Niagara Falls provided their library with \$54.40 in 2020 - SCPL would have received \$1.6MM more
- ✓ Since 2013, Niagara Falls received 29% increase in funding – SCPL received 10% or 1% annually

2023 Operating Budget

	% of Total Budget	2023 Budget	2022 Budget	% Change
<u>Revenue</u>				
City Contribution	93.0%	\$6,067,411	\$5,876,428	3.2%
City Contribution - Growth	2.1%	136,803	---	---
Provincial Grant	3.5%	228,600	228,600	0.0%
Miscellaneous Revenue	1.4%	93,995	95,146	-1.2%
TOTAL REVENUE	100.0%	\$6,526,809	\$6,200,174	5.3%
<u>Expenditures</u>				
Salaries and Benefits	70.7%	\$4,613,674	\$4,345,239	6.2%
Library Materials	12.3%	800,000	845,000	-5.3%
Occupancy Costs	8.6%	560,628	526,641	6.5%
Supplies & Services	6.4%	420,953	363,158	15.9%
Operating Capital	2.0%	131,554	120,136	9.5%
TOTAL EXPENDITURES	100.0%	\$6,526,809	\$6,200,174	5.3%

2023 Budget Highlights

- Two components to the request for Municipal Contributions
 - First is a requested increase of 3.2% to assist SCPL with meeting inflationary and collective agreement requirements
 - Second is a request for an additional \$1 per resident to begin to align funding with peer libraries
- Expansion of Fines Free to all residents (effective February 2023)
- Salaries and benefits reflect sustaining the standardized opening hours (19% increase in open hours including Mondays)
- Refining collection purchases through analysis and strategic purchasing (12.3% of budget as compared to peers at 11.0%)
- Occupancy has been affected by inflation - expected increases in Utilities (3.1%) and service contracts - additionally an 11.9% increase in insurance is anticipated
- Supplies and services include IT annual fees – expanded hours at Port and program & communication software

03

Central Renovation



Central Renovation

- Opened in 1976 as a Centennial project
- 65,000 square feet
- Well maintained
- Significant projects over the last 3 years funded by SCPL
 - Elevator and dumbwaiter replacement
 - Roof replacement
 - HVAC replacement
- Needs updating to support future library services – the nature of libraries has changed and space must also
- As the downtown core transforms – the Central Branch needs to meet the standards the residents of the City deserve
- Need to transform our physical space to evolve SCPL
- Project is expected to take 3 years and cost \$15MM

Central Library of the Future



Central Library of the Future



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Central Library of the Future



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Thank you. Questions?

ST. CATHARINES PUBLIC LIBRARY BOARD

2023 OPERATING BUDGET

EXPLANATORY NOTES



A community enriched by lifelong opportunities for learning and connection.

K. Smith Curtis
Business & Facilities Administrator

K. Su
Chief Executive Officer

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Executive Summary

St. Catharines Public Library is dedicated to its role in helping the City of St. Catharines achieve its vision of being “the most dynamic, innovative, sustainable and livable city in North America.” To be a dynamic, innovative, sustainable and livable City, St. Catharines needs a library that “provides spaces, resources, and experiences for all citizens to learn, grow, and connect”.

While the pandemic continued to interrupt Library operations, SCPL focused on the groundwork needed to position the Library for success in 2023 and for years to come. This groundwork will help achieve the strategic vision of “a community enriched by life- long opportunities for learning and connection.”

It is very important to note our accomplishments in 2022:

- Launched a new brand in May 2022
- Introduced two robots donated by Wind Group Inc. and SPARC Technologies
- Highlights of statistics
 - 68% increase in registrations for Summer Reading Club from 2021 (5% over pre-pandemic 2019)
 - Membership is up 50% from pre-pandemic levels
 - Digital circulation has increased 80% from 2019
- Standardized operating hours and by doing so, added 19% to service hours
- New and innovative Library of Things is in circulation that includes board games, telescopes, sports equipment and crafting tools
- Fine free initiative will be expanded for all customers effective February 1, 2023
- Successful in obtaining several grants that extend services including Canada Summer Jobs for digitization and International Dyslexia Association of Ontario for decodable books
- Phase 1 planning is complete for the renewal of the 1976 Central Library



Public libraries deliver more than services to the communities they support, they deliver value. Studies based on work completed by the Toronto Public Library and Martin Prosperity Institute have consistently shown that public libraries return on average **\$6.27** for every \$1 invested by their City or an amazing **415%** return on investment. On average public libraries deliver **\$357** of value to every resident and **\$925** to each family.

The Strategic Agenda is to explore alternate revenue streams to ensure that SCPL is well funded. In analyzing the City's Contribution, the following facts serve as a reference:

- In 2020, peer libraries received \$47.67 per citizen from their City. SCPL received \$42.65, \$5.02 less per citizen or \$668,000 less than peers*
- Niagara Falls provided \$52.99 per citizen, \$10.34 more or \$1,300,000 more funding
- In the 10 years to 2022, Niagara Falls received a 29% increase in funding while SCPL received 10%, an average of 1% each year

With the objective of closing the gap, the Draft 2023 Operating Budget includes a 3.2% increase in the City's base contribution for 2022 bringing the 5-year average increase for the Library to 2.4% or 1.3% over 10 years. In addition, SCPL is requesting an additional \$1 per citizen with the goal of closing the gap over a few years.

*Peer libraries with populations 100,000 - 250,000 include Guelph, Cambridge, Whitby and Barrie in the group of 18.

2023 Operating Budget Highlights

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Salaries and Benefits	70.7%	\$4,613,674	\$4,345,239	6.2%
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Operating Capital	2.0%	131,554	120,136	9.5%
TOTAL EXPENDITURES	100.0%	\$6,526,809	\$6,200,174	5.3%

REVENUE \$6,526,809

- The St. Catharines Public Library Board requests a Municipal Contribution of **\$6,067,411** to fund SCPL's 2023 Operating Budget. This is an increase of 3.2% over 2022 funding.
- SCPL is also requesting an additional **\$136,803** (\$1 per resident) to narrow the funding gap in comparison to peer libraries. SCPL is funded at a lower rate than peer Library's. In 2020, in average peer libraries received \$47.67 in funding per citizen while SCPL is funded at \$42.65 per citizen. The Library is asking for an additional increase in City funding over the next few years to equalize our funding to that of our peers.
- SCPL had no increase in 2021 in support of the City during the difficult times of the pandemic. In 2017 and 2018, funding from the City was reduced 3.1%
- The Ministry has not advised the library community of any changes in the Provincial Grant for 2023 and there has been no change in the Grant for over 29 years.
- The Library is expecting to raise \$93,995 from internal sources including fines and memberships, photocopying, audio-visual equipment rentals, meeting room rentals and sundry accounts. This is a decrease of 1.2% in revenue over the previous year primarily due to expansion of Fines Free which is mostly offset by higher interest income.

EXPENDITURES \$6,526,809

- SCPL will spend \$ 3,734,674 on Salaries in 2023, an increase of 6.2% over 2022. The budget includes an estimate of wage increases for professional, non-professional and maintenance staff as required by the Collective Agreement. This also covers 19% increase in service hours added by standardizing operation hours.
- Employee benefits are budgeted at \$879,010 for 2023. This includes all benefits as required by legislation and those mandated in the Collective Agreement.
- The Ontario Municipal Employees Retirement System (OMERS) has announced the elimination of minimum hours for part-time employees to join and as such, SCPL expects higher pension contributions in 2023. The cost to provide pension benefits to SCL staff in 2023 will be \$320,282, an increase of 12.5% in 2023.
- The cost to provide existing employees life, long-term disability, health and dental benefits is expected to be \$248,408. This is 8.9% lower than 2022 as experience increases were not realized and long-term employees retired.
- An expense of \$22,902 is included within Salaries in the 2023 Operating Budget to cover Salaries and Benefits for Sunday openings at the Dr. Huq Branch.
- The Materials budget will be decreased by 5.3% to \$800,000 or 12.3% of the total budget. SCPL has historically spent a higher proportion of the budget on Materials than peers. In 2020, peer libraries spent 11.0% on materials while SCPL spent 16.5%. This is being strategically lowered to ensure that the budget is being utilized effectively while ensuring our customers receive the materials they want.
- The lease for the Merritt Branch was renewed to March 31, 2025 at very competitive rates. SCPL continues to work with City staff to determine the optimal location for this branch beyond 2025.
- A modest increase of 6.5% is expected in Occupancy costs resulting from several factors including Utilities at 3.1% higher and an increase in insurance of 11.9%. SCPL is experiencing increases in many service contracts and cleaning supplies.
- A budget of \$35,600 for Furniture and Equipment has been included to replace old, obsolete or non-ergonomic furniture throughout the Library and a budget of \$5,000 has been allowed to comply with the Accessibility for Ontarians with Disabilities Act 2005.
- A budget of \$90,954 to finance the principle payment for the Dr. Huq Branch at the Kiwanis Aquatic Centre is included. As at December 31, 2023 the outstanding debt will be \$726,908. The debenture will be completely paid on November 1, 2031.
- Overall, it is expected that the Library's Operating Budget will increase by 5.3% in 2023. Given current inflation levels, this is a moderate change and at the same time, allows for some strategic improvements in Library operations including expanding hours at Port, enhanced programs and improving infrastructure such as the financial system.

RESERVES - EXPLANATORY NOTES

In October 2021, the Board approved an amended policy on Reserves. The policy allows for two reserve accounts:

1. Capital Reserve: To be used for substantial maintenance, upgrading or replacement of capital items including but not limited to HVAC, roofs, windows, IT infrastructure, interior finishes and condition assessments and feasibility studies.
2. Stabilization Reserve: To moderate the impact of unforeseen expenditures and shortfalls in revenue including but not limited to decrease or loss of provincial grants, legislative wage or benefits costs, legal costs, pay equity costs.

In 2021, the Reserves were not touched as the pandemic affected our ability to move some projects forward and underspending of operating funds which were used to pay for infrastructure replacements.

The Stabilization Reserve balance is currently \$312,250 and it is not expected that there will be any contributions until after 2025. Additionally, this reserve may need to be used if sufficient funding is not received for the 2023 Operating Budget.

The Capital Reserve is being used in 2022 to fund the HVAC replacement project of \$1,375,000. This will significantly reduce the balance of the Reserve account by the end of 2022.

In 2023, this Reserve will be used to fund Phase 2 architectural work for the Central renovations and initial demolition. In addition, the Reserve will be called upon to facilitate Merritt Branch relocation or renovation and to maintain the currency of the Dr. Huq Branch in 2027.

It is important to note that the Library's share of the Central renovations will be partially funded through the Capital Reserve (\$1,174,000) and partially through the Endowment & Trust (\$1,300,000). The Class D estimate projects that the renovations will cost \$15,100,000.

The Capital Reserve is budgeted as follows:

Capital Reserve - 10 Year Forecast										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Reserve balance	\$2,166,242	\$1,882,948	\$1,987,551	\$994,247	\$211,079	\$71,959	\$184,930	\$299,994	\$417,150	\$186,398
Contribution from Operating	-	104,604	106,696	108,788	110,880	112,972	115,064	117,156	119,248	121,340
Contribution from Retained Savings	-	104,604	106,696	108,788	110,880	112,972	115,064	117,156	119,248	121,340
Port Dalhousie Branch Improvements									350,000	
Dr. Huq Family Branch Improvements					250,000					
Merritt Branch Renovations/Relocation			1,100,000							
Central - Improvements										
Central - Renovations	108,044			891,956						
Central Phase 2 Architecture Plans	175,250									
Total Spending	283,294	0	1,100,000	891,956	250,000	0	0	0	350,000	0
Anticipated Year End Balance	1,882,948	1,987,551	994,247	211,079	71,959	184,930	299,994	417,150	186,398	307,738

FirstOntario Performing Arts Centre

Orientation & Budget Presentation to St. Catharines City Council
November 16, 2022

2022 East Coast Kitchen Party Fundraiser
Photo: Jon Lepp



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PERFORMING ARTS
CENTRE

OVERVIEW

- From the Beginning
- Pandemic Realities
- 2021 in Review
- 2022 Overview
- 2023 Budget & Request

Gord's Legacy – Tom Wilson
Photo: Joel Naphin



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CENTRE

FROM THE BEGINNING



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CENTRE

Curtain Call by artist: Lilly Ostavec
Photo: Ashcroft Media Co.

FROM THE BEGINNING

Community Support

17 Capital Donors

78 Community Donors

\$63,909,267 Total Project Cost

Partners: Brock University, City of St. Catharines
Diamond Schmitt Architects

2022 Celebration of Nations
Photo: Jordy Yack

FROM THE BEGINNING

2015 to 2019

1,000+ number of events in 2019

\$240,751 4 year investment in arts development fund (SCCIP)

\$4,410,817.34 5 year direct artist investment

538 The Film House screenings in 2019

FROM THE BEGINNING

2020 Transition to Board of Directors



Gord's Legacy
Photo: Joel Naphin



1 To advance the development of, and access to, arts and culture as a proud and sustainable developer, presenter, supporter and incubator of talent, creativity and knowledge building for our diverse community.

2 To provide infrastructure, support, growth and innovation opportunities for local and regional artists, arts workers and community organizations.

3 To contribute to the enhancement of a vibrant, healthy and creative downtown St Catharines.

THE MANDATE THAT MAPS OUR WAY

The PAC is driven by a mandate focused on three primary pillars.

THE JOURNEY

In 2021, the creation of a new strategic plan for the PAC helped us create a vision that will carry our organization through 2024 as we address the realities of the pandemic and its effect on our industry and community. That vision falls into three primary themes:

RECOVER

In welcoming the return of live events, we'll respect the need to provide accessible, diverse and supportive programming as we strengthen our PAC team and rebuild the organization.

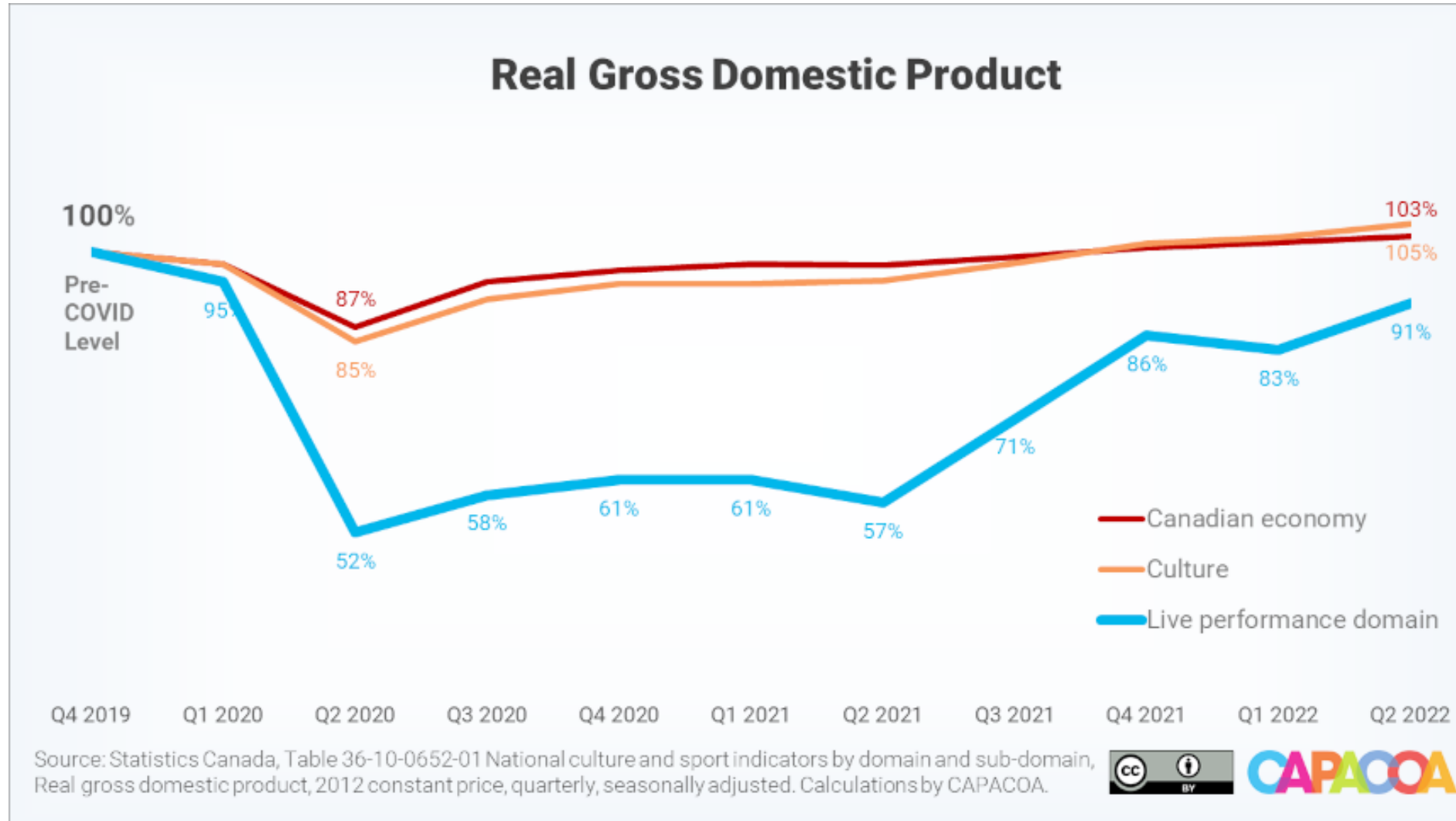
DISCOVER

In viewing our work through a lens of learning for our artists, audiences and community, we will discover new opportunities to enhance self-awareness, empathy and knowledge-building.

OPERATE SUSTAINABLY

The shift in governance made in 2020 from operating under the management of the City to a Board of Directors allowed us to redefine our focus, diversify our revenue streams, enhance our charitable purpose and develop a healthy, sustainable organizational culture.

PANDEMIC REALITIES



PANDEMIC REALITIES

Industry Concerns

Return of Audiences

Talent Pipeline

Increasing Costs

Loss of Revenue



Johnny Reid
Photo: Joel Naphin

PAC REALITY

87.2%

decrease in earned revenue (2019 to 2021)

86%

staffing reductions in February, 2021

1/3

loss of volunteer workforce

Mark Lalama Trio with Molly Johnson

Photo: Joel Naphin



2021 HIGHLIGHTS

Jan-July: Continued closures and staff layoffs due to COVID-19; hosted a national digital summit, *Exploring the Digital Needs of Niagara's Arts Community*, presented limited virtual performances and talks.

August: Return to work for PAC staff; second annual Emancipation Day weekend in collaboration with Matter of Black and Black Owned 905; planning and development of fall programming and reopening for PAC and partner/client events in a modified context.

September: 5th Celebration of Nations presented in hybrid form with limited in-person events as well as livestream offerings.

Oct-Nov-Dec: In-person programming resumes including film, concerts, and dance; virtual workshops and music events; hybrid 6-concert series Pairings debuts; outdoor site-specific world premiere of SKÉN:NEN by Kaha:wi Dance Theatre; Strategic Recovery Plan 2022-2024 released. PAC announced a 2022 Winter/Spring Season in Nov. Surge in COVID-19 numbers caused the declaration of a 2-month shutdown at the end of Dec 2021.



2021 STATISTICS

42 live shows
6,319 attendees

54 film presentations
1,226 attendees

\$213,086 in professional fees
paid to artists

62 online/virtual presentations

106,413 online/virtual attendees

17 rental clients

35 rental days

\$39,611 provided to community in
COVID rent relief and fee reduction

\$192,379 in funding received from federal,
provincial and regional bodies to support
programming and activities

\$16,500 received from federal,
provincial and regional bodies for
COVID relief and recovery



2021 COMMUNITY PARTNERS

- 50/50 Performing Arts Collective
- 101 Deweguns - A Living Hearts Legacy
- APTN
- Atlantic Presenters Association
- BlackOwned905
- Bravo Niagara! Festival of the Arts
- Brenda MacIntyre (Medicine Song Woman)
- Brock University
- Brock University Film Society
- Brock University - Human Rights and Equity
- Brock University - Marilyn I. Walker School of Fine and Performing Arts
- CAPACOA - Canadian Association for the Performing Arts
- Carousel Players
- Chorus Niagara
- City of St. Catharines
- District School Board of Niagara
- The Gord Downie and Chanie Wenjack Fund
- Eastern Circle
- Essential Collective Theatre
- Folk Music Ontario
- Fort Erie Native Friendship Centre
- Frog Radio
- Gallery Players of Niagara
- Grandmother's Voice
- Hishuk'ish Tsawalk Drum & Dance Group
- Imperial Theatre (New Brunswick)
- Indigenous Diabetes Health Circle
- Indigenous Performing Arts Alliance
- Indigenous Tourism Ontario
- International Indigenous Music Summit
- Kakekalanicks Indigenous Arts Consultancy
- Kawayá7 | Eko Aleck
- Landscape of Nations 360°
- Libro Credit Union
- Manitoba Arts Network
- Matter of Black
- Musée de Welland Museum
- Niagara Chapter Native Women Inc.
- Niagara College
- Niagara Falls Museums
- Niagara Folk Arts Multicultural Centre
- Niagara Parks
- Niagara Region Anti-Racism Association
- Niagara Region Métis Council
- Niagara Region Women's Advisory Committee
- Niagara Regional Native Centre
- Niagara Symphony Orchestra
- One Dish, One Mic
- Ontario Presents
- Organization of Saskatchewan Arts Councils
- Pokuhulakon Witsehkehsu – Sisters of the Drum
- Positive Living Niagara
- Prairie Debut
- Pride Niagara
- Radio Western & Music is the Medicine
- Sky Magazine
- St. Catharines Downtown Association
- St. Catharines Library
- St. Catharines Museum
- Strong Water Women
- Tkaronto Music Festival
- Warrior Womyn of Positive Drum

2021 Audited Financial Results

Revenue	\$3,203,076
Expense	<u>(\$3,027,436)</u>
Surplus/deficit	\$175,640
Encumbrance reserve	\$93,620
Sustainability reserve	\$275,320

2022 Year to Date

- Net \$130+K loss in January 2022
- Anticipating \$85K in staffing losses
- 25% swing on revenue projections consistent with other industry reports (sales / earned revenues)
- Increase in grants for activity like Celebration of Nations
- Support for Canada Summer Games
- Tripling philanthropic results from 2021
- Return of more robust SCCIP contribution (\$33K collected to date)
- 8 weeks of free summer programming injected into downtown economic recovery

2023 Budget

	2021 Year End Actuals	2022 Budget	2022 June Forecast	2023 Proposed Budget
Revenue				
Total Earned Revenue	\$ 455,323.60	\$ 2,522,069.87	\$ 2,068,248.81	\$ 2,512,103.59
Total Government Investment	\$ 208,879.10	\$ 106,000.00	\$ 600,890.69	\$ 152,000.00
Total Municipal Investment	\$ 1,585,333.52	\$ 1,644,837.71	\$ 1,644,837.72	\$ 1,759,976.35
Total Fund development	\$ 71,267.06	\$ 360,000.00	\$ 245,605.00	\$ 488,800.00
Total Contributions & Other	\$ 838,182.86	\$ 824,750.68	\$ 853,565.45	\$ 883,261.11
Total Cultural Capital Improvement Fund	\$ 44,089.00	\$ 165,000.00	\$ 127,000.00	\$ 170,000.00
Total Revenue	\$ 3,203,075.14	\$ 5,622,658.26	\$ 5,540,147.67	\$ 5,966,141.05
Expenses				
Total Programming, Production and Rentals	\$ 1,107,086.72	\$ 3,083,430.55	\$ 2,893,771.02	\$ 3,126,789.76
Total Marketing & Box Office	\$ 236,963.33	\$ 582,985.00	\$ 607,543.67	\$ 561,805.00
Total Building Operations	\$ 358,578.17	\$ 441,004.09	\$ 455,499.68	\$ 410,438.84
Total Fund development	\$ 2,848.30	\$ 65,000.00	\$ 31,500.00	\$ 137,650.00
Total Administration	\$ 1,020,269.58	\$ 1,093,557.47	\$ 1,253,053.10	\$ 1,314,988.90
Total Office	\$ 86,290.55	\$ 94,080.00	\$ 95,603.48	\$ 107,976.75
Total Finance & Other	\$ 83,157.96	\$ 141,796.02	\$ 127,284.25	\$ 136,491.79
Total Cultural Capital Improvement Fund	\$ 44,089.00	\$ 165,000.00	\$ 127,000.00	\$ 170,000.00
Total Expenses	\$ 2,939,283.61	\$ 5,666,853.12	\$ 5,591,255.21	\$ 5,966,141.05
Net Surplus (Deficit)	\$ 263,791.53	\$ (44,194.86)	\$ (51,107.54)	\$ 0.00
Less Reserve Expenses:				
Encumbrances	\$ 88,152.01	\$ -	\$ 93,619.80	\$ -
Sustainability	\$ -	\$ -	\$ -	\$ -
Net Surplus (Deficit) after reserves	\$ 175,639.52	\$ (44,194.86)	\$ (144,727.34)	\$ 0.00

Assumptions

- First year of continuous business operations without restrictions
- Our partners at Brock University will maintain all in-person courses and programs at the PAC
- Artist touring circuits are robust
- Audience loyalty for PAC programs continues to return over the course of the next year and a half
- Local arts groups will have the resources necessary to secure the services and spaces they require for their work

Classic Albums Live – Aretha's Gold
Photo: Dan Brown



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PERFORMING ARTS
CENTRE

Challenges

Consumer Confidence
Rising Costs
Staffing Shortages

Opportunities

Strong Partnerships
Programming Content
Community Generosity

Gord's Legacy
Photo: Joel Naphin

THANK YOU



FirstOntario
PERFORMING ARTS
CENTRE

Curtain Call by artist: Lilly Ostavec
Photo: Ashcroft Media Co.



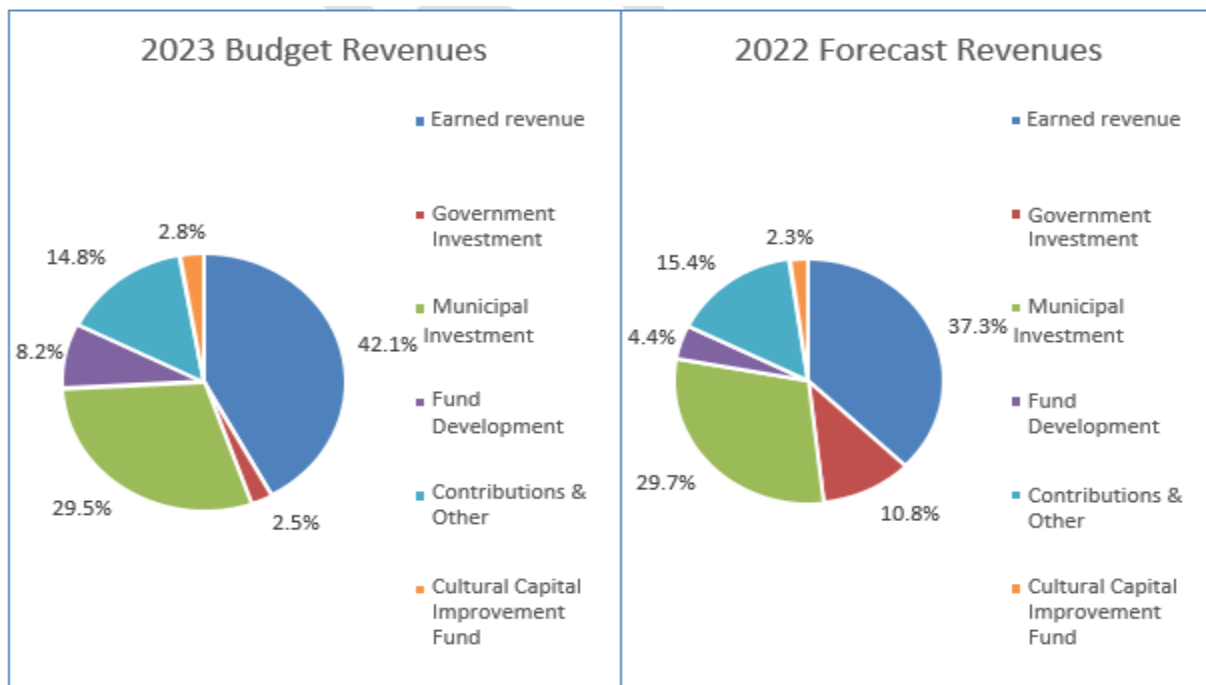
2023 Business Plan

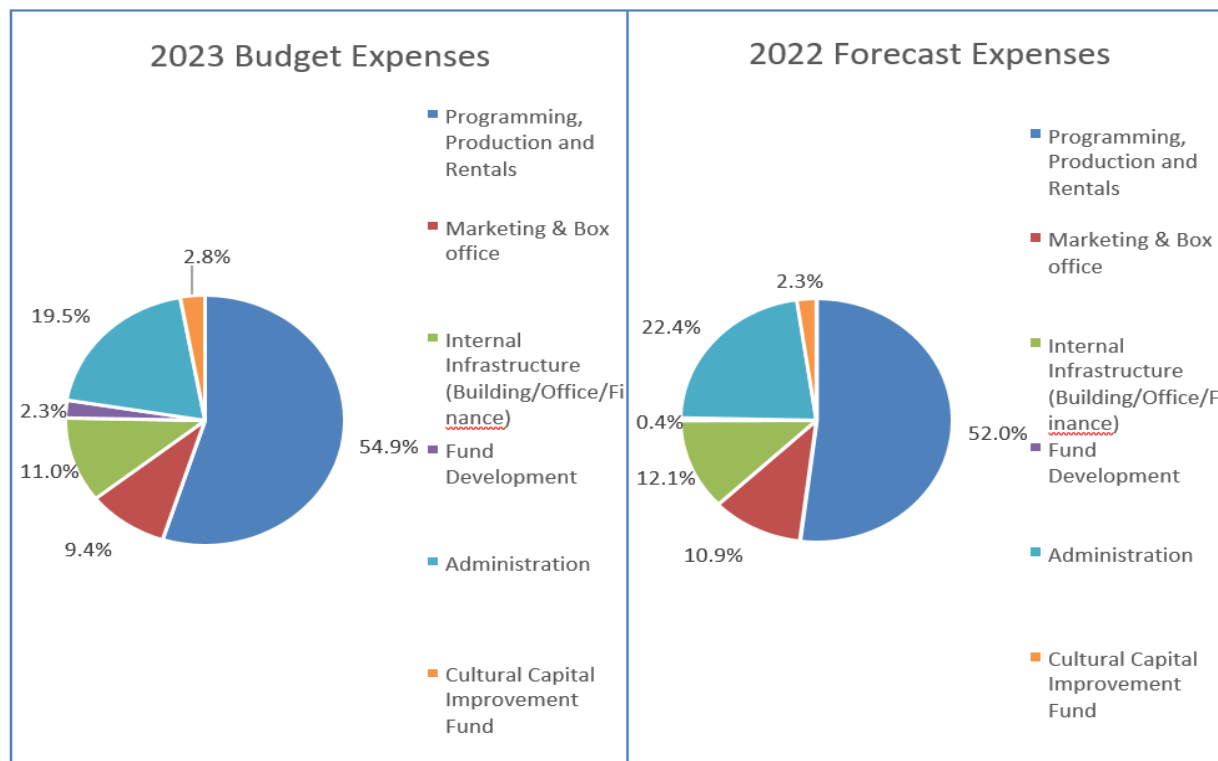
General Overview

The 2023 budget and business plan represent the 2nd year of the PAC's 3-year Strategic Recovery Plan. This plan advances the PAC's strategic direction and reflects a full year of business operations while acknowledging the pandemic recovery necessary for our community, the arts, and live performance industries. With a focus on the sustainability of the organization, we continue to support local arts activity and our academic partners while actively contributing towards the cultural identity and fabric of the community.

Business Model

The operational and business cycle of the PAC reflects a fluctuation of activity throughout the year that carefully balances the PAC's partnership with Brock University, local artists and arts community, diverse PAC programs, and touring/rental activity.





2023 Assumptions and Highlights

- Activity levels at full capacity for all venues at the PAC.
- In the second year of the PAC's Strategic Recovery Plan, The PAC projected revenue of \$5.9m includes a Municipal investment of \$1.759m.
- Expansion of fundraising strategies and capacity through the achievement of Charitable status for the organization.
- An investment towards the PAC's Strategic Recovery Plan's initiatives focusing on culturally diverse programming, increased accessibility and access to the arts, Equity Diversity and Inclusion initiatives, audience development and public engagement through learning programs.
- Significant cost increases to goods and services procured by the PAC as a result of rising inflation levels following the COVID-19 pandemic.
- A purposeful approach to revenue generation that explores diversifying revenue opportunities through investment income and earned revenue strategies.

Situational Analysis

The 2023 fiscal year poses significant challenges from a financial and logistics perspective as the supply chain and global economy respond and adjust to post-pandemic life. In addition, the impact of the pandemic on the live performance domain remains significant, with an anticipated five-year recovery on the horizon.

Live performance

As of the end of the first quarter of 2022, Real GDP for the live performance domain remains 13.6% away from full recovery, while employment in the live performance domain is 12.3% away from its pre-COVID level¹. The timeframe required to program events, coordinate touring acts, develop partnerships and sell tickets makes for a slow recovery and ability to return to full operations. The uncertainty of artists to secure contracts and earn a living from their art, coupled with increased productions and travel costs, have also impacted negatively the industry as a whole.

Consumer Price Index (CPI)

The impact of the increasing rate of inflation on the cost and supply of goods and services purchased poses as a significant financial and operational pressure for the PAC. Scotiabank is anticipating an average annual CPI of 6.5% in 2022 and 3.3% in 2023 as of their June 2022 forecast². This means that prices for goods and services in 2023 will continue to increase, albeit at a lower rate than they did in 2022.

Appendix 1 outlines a review of the inflationary increases the PAC has experienced in the past two years on goods and services procured and its impact on the proposed 2023 Budget. There are significant increases to all business areas of the PAC, including event related costs, building maintenance, administration, and marketing expense increases.

The increased price of basic goods and services also represents a decrease to household discretionary spending, thereby impacting attendance expectations for both programmed and rental events at the PAC in 2023.

Recruitment and Retention

The worldwide labour shortage has also impacted the PAC. With a highly competitive job market, the PAC's ability to remain an attractive employer is challenged due to the economic environment and budgetary pressures. Increased costs and resource requirements geared towards employee retention and recruitment are necessary in order to ensure a safe and supportive work environment and maintain the service levels required to meet the needs of the community and contribute towards the growth of the downtown area.

Revenue*Programming*

PAC outreach activities and programmed events aim to provide leadership in the development of audiences for, and participants of the performing arts. The proposed programming is influenced by and built upon our past and current programming successes and a desire to bring a wide variety of artforms and stories to the stage. These stories represent and highlight the diverse experiences of local, national and international artists and communities. The imPACt Education series will provide professional arts programs for school children and youth through performances and value-added outreach

¹ [COVID Impact Statistics](#). CAPACOA 2022

² [Canadian Economy Resilient in the Face of Global Challenges](#). June 2022

activities. With over 500 screenings planned for 2023, The Film House continues to be a tenet for growth and catalyst for activity in downtown St. Catharines.

Rental Activity

The COVID-19 pandemic's effects on the entertainment industry and local arts community have negatively impacted their ability to produce earned revenues and financial capacity to afford increased venue rental rates. In 2021, the PAC restructured its venue rental rates to allow for greater clarity and flexibility given the fluctuation in venue capacities as a result of the public health mandates. Acknowledging the need to support the recovery of our local arts community and the increased impact of inflation on organizations, the PAC decided to maintain venue rental rates for existing client bookings throughout 2023.

Grant revenue

The 2023 budget includes funding for programs that have historically been supported by both the Federal and Provincial governments such as the PAC's programmed season, Celebration of Nations and student placement programs. Further funding opportunities continue to be explored by PAC staff to support funding for programs related to the PAC's Strategic Recovery Plan surrounding the development of access and learning programs.

Fund Development

Fund development strategies for 2023 mimic the structure that was designed in Q2 2022, with specific campaign targets attributed to the areas of:

- Individual donations (often these come with ticket purchases)
- Board donations (as the PAC is a 100% giving Board)
- Fundraising campaigns (Board led campaign)
- Fundraising event (ticketed)

2023 will mark the second annual East Coast Kitchen party as the primary ticketed event of the year, with targets on sponsorship and ticket sales increased from the first annual event.

Board led fundraising campaigns will be the stretch goal for the year, supported by efforts through charitable status and the establishment of annual campaigns such as Friends of "CofN", youth film projects, holiday campaigns, naming opportunities and others. The Fund Development Committee will oversee these within the workplan in addition to assisting staff on major sponsorship requests to local contacts. Council has approved an increase to the Board's complement of up to 4 new citizen members that reside outside of the City of St. Catharines with the purpose of increasing the Board's capacity in several areas, including fundraising.

For the marketing sponsorship and advertising revenue targets, staff will continue with pre-existing programs and targets consistent with the initial 2022 budget for show sponsorship, film house support, program advertising and beer and wine sponsorship.

Cultural Capital Improvement Fee

The expected revenue allocated to the Capital/Equipment Reserve and SCCIP for 2023 is \$113,333 and \$56,666 respectively. The contribution towards the Equipment and Capital Reserves takes into consideration the long-term needs of the building and venues

and support the long-term sustainability of the plant and operations. As well, the PAC's contribution to the City's SCCIP further reinforces our commitment to promote and support the local creative industry and economy.

Expenses

Human resources

The PAC's collective agreement with IATSE, our union that supplies technical labour, expired at the end of June 2022. The results of negotiations and its effect on the PAC's 2023 Budget are unknown at this time.

On January 1 2023, OMERS will effectively change its eligibility criteria by allowing non-full-time (NFT) join the Plan at any time. As a result, The PAC has increased the overall employer matching contribution to the Plan. The full impact of this change cannot be fully forecasted at this time, including the PAC's staffing resources required to manage the Plan in compliance with the applicable guidelines and legislation.

Mitigating the Impact

In consideration of the impact of inflation and increased staffing resource requirements, the PAC is developing a variety of strategies with the purpose of maximizing revenue opportunities, and diversifying revenue channels. As this process began in June 2022, we acknowledge the importance and depth of the work that is required to develop and reimagine revenue generating models based on evidence and data driven concepts.

Investing (included in 2023 budget)

To mitigate the financial and resource pressures, the PAC proposes the establishment of an investment strategy for 2023 that capitalizes on the recent increases to interest rates for maximum returns, while maintaining a high degree of security, liquidity and compliance with all applicable legislative requirements. As a prudent approach and considering the PAC's cashflows, the 2023 budget includes investment income in the amount of \$23,000.

The PAC Board has approved an investment policy to take advantage of this opportunity. PAC staff are currently working with the Clerk's office to request an amendment to section 7.6 of the City of St Catharines's Bylaw 2018-77, the PAC's Establishing Bylaw, to allow investment income to be part of the PAC's revenue sources.

Additional Earned Revenue

Funded through the Department of Canadian Heritage, the PAC is engaging a third-party arts marketing organization in 2022 with the aim of analyzing current trends and delving into the development of engaging consumer relations and revenue optimization models that are adaptive and data-driven frameworks for sustainable growth. While not accounted for financially in the PAC's 2023 Budget, building off a strong membership base and engaged audience, these new models/strategies would be gradually implemented in the fall of 2023 with purpose of not only optimizing revenue but also developing tactics to develop, diversify, and expand audiences across the region.

Changes to Rates and Fees

The PAC is looking for opportunities to develop new revenue streams and increase existing ones. We are currently doing analysis of rental days to see if there are days that

we might be able to incentivize rentals with decreased rates. We are also considering dynamic pricing for days of the week and times of the year based on rental information gathered over the last 7 years. Additionally, we believe it would be better for our local arts organization to align rental rate increases with performance seasons so that they are able to budget for their season using the same rental rates.

Appendix 1. Price Index Increases

Item		Price Index
Event Related		
Hotel Accommodations		4.5%
Sound Equipment Tuning		20%
Security		13%
Snacks – food costs		25.5%
Administration		
Cash Pick Up Service		110.2%
Payroll System Costs		6.5%
Financial System Costs		13%
POS System Costs		15%
Employee Benefits		14.6%
Insurance - Crime		15.5%
Insurance – Gen. Liability		54.9%
Insurance - Umbrella		72.4%
Insurance – D&O		32.2%
Building Maintenance		
Toilet Paper		10.9%
Hand Towels		71.5%
Bleach-cleaning products		13.9%
Fire Alarm Inspection		2.5%
Elevator Licensing		25.52%
Marketing		
Poster Boards		47.9%
Banners		2.7%
Ticket Envelopes		184%

*Based on price increases in 2021 and 2022 for good and services procured by the PAC.

**The price index increases, including but not limited to those above are anticipated to negatively impact the 2023 budget by a minimum of \$45,000

Appendix 2. Proposed 2023 Budget – Summary

	2021 Year End Actuals	2022 Budget	2022 June Forecast	2023 Proposed Budget
Revenue				
Total Earned Revenue	\$ 455,323.60	\$ 2,522,069.87	\$ 2,068,248.81	\$ 2,512,103.59
Total Government Investment	\$ 208,879.10	\$ 106,000.00	\$ 600,890.69	\$ 152,000.00
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Total Revenue	\$ 3,203,075.14	\$ 5,622,658.26	\$ 5,540,147.67	\$ 5,966,141.05
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Total Office	\$ 86,290.55	\$ 94,080.00	\$ 95,603.48	\$ 107,976.75
Total Finance & Other	\$ 83,157.96	\$ 141,796.02	\$ 127,284.25	\$ 136,491.79
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Net Surplus (Deficit)	\$ 263,791.53	\$ (44,194.86)	\$ (51,107.54)	\$ 0.00
Less Reserve Expenses:				
Encumbrances	\$ 88,152.01	\$ -	\$ 93,619.80	\$ -
Sustainability	\$ -	\$ -	\$ -	\$ -
Net Surplus (Deficit) after reserves	\$ 175,639.52	\$ (44,194.86)	\$ (144,727.34)	\$ 0.00

* The proposed 2023 PAC budget represents a 7% of City investment over the 2022 budget.

Appendix 2. Proposed 2023 Budget – Detail

	2021 Year End Actuals	2022 Budget	2022 June Forecast	2023 Proposed Budget
Revenue				
Earned revenue				
770.100.800 Miscellaneous Revenue	\$ 5,740.58	\$ 14,000.00	\$ 14,170.79	\$ 15,250.00
770.100.807 Fee for Service-Box Office	\$ 22,720.06	\$ 80,320.31	\$ 85,081.25	\$ 87,800.00
770.100.808 Fee for Service-Production	\$ 69,585.29	\$ 164,023.00	\$ 210,480.30	\$ 192,527.82
770.100.809 Fee for Service-Other	\$ 1,638.75	\$ 3,000.00	\$ 3,480.70	\$ 3,000.00
770.100.810 Fee for Service - Handling	\$ 35,673.10	\$ 83,839.17	\$ 83,195.50	\$ 98,957.77
770.100.835 Ticket Sales	\$ 236,641.76	\$ 1,692,944.63	\$ 1,162,530.73	\$ 1,534,574.72
770.100.850 Advertising Revenue	\$ 2,700.00	\$ 42,000.00	\$ 40,000.00	\$ 40,000.00
770.100.857 Concession Sales	\$ 10,493.67	\$ 17,715.33	\$ 45,233.59	\$ 37,627.35
770.100.860 Vending Machines	\$ -	\$ 5,500.00	\$ -	\$ 500.00
770.100.861 Concession Liquor Sales	\$ 16,061.44	\$ 226,982.24	\$ 213,479.01	\$ 290,574.42
770.100.930 Rental Revenue	\$ 54,068.95	\$ 191,745.20	\$ 210,596.95	\$ 211,291.50
Total Earned Revenue	\$ 455,323.60	\$ 2,522,069.87	\$ 2,068,248.81	\$ 2,512,103.59
Government Investment				
770.100.801 Provincial Grant Revenue	\$ 16,905.00	\$ 36,000.00	\$ 108,240.79	\$ 40,000.00
770.100.802 Federal Grant	\$ 171,974.10	\$ 65,000.00	\$ 492,649.90	\$ 112,000.00
770.100.811 Regional Grants	\$ 20,000.00	\$ 5,000.00	\$ -	\$ -
Total Government Investment	\$ 208,879.10	\$ 106,000.00	\$ 600,890.69	\$ 152,000.00
Municipal Investment				
770.100.806 Municipal	\$ 1,607,857.00	\$ 1,644,837.71	\$ 1,644,837.72	\$ 1,759,976.35
770.100.815 Contra - Municipal Revenue	\$ (22,523.48)	\$ -	\$ -	\$ -
Total Municipal Investment	\$ 1,585,333.52	\$ 1,644,837.71	\$ 1,644,837.72	\$ 1,759,976.35
Fund Development				
770.100.805 Donations	\$ 14,267.06	\$ 10,000.00	\$ 21,605.00	\$ 23,000.00
770.100.836 Sponsorships	\$ 47,000.00	\$ 170,000.00	\$ 119,000.00	\$ 160,500.00
770.100.840 Fundraising	\$ 10,000.00	\$ 150,000.00	\$ 45,000.00	\$ 220,000.00
770.100.841 Fundraising Events	\$ -	\$ 30,000.00	\$ 60,000.00	\$ 85,300.00
Total Fund development	\$ 71,267.06	\$ 360,000.00	\$ 245,605.00	\$ 488,800.00
Contributions & Other				
770.100.803 Brock/Corp Cont/Grants	\$ 812,739.16	\$ 816,750.68	\$ 827,368.48	\$ 842,261.11
770.100.820 Other Income/Corporate Contributions	\$ 15,745.98	\$ -	\$ 5,000.00	\$ -
770.100.804 Interest Income	\$ 9,697.72	\$ 8,000.00	\$ 21,196.97	\$ 41,000.00
Total Contributions & Other	\$ 838,182.86	\$ 824,750.68	\$ 853,565.45	\$ 883,261.11
Cultural Capital Improvement Fund				
770.100.906 CCIF Revenue	\$ 44,089.00	\$ 165,000.00	\$ 127,000.00	\$ 170,000.00
Total Cultural Capital Improvement Fund	\$ 44,089.00	\$ 165,000.00	\$ 127,000.00	\$ 170,000.00
Total Revenue	\$ 3,203,075.14	\$ 5,622,658.26	\$ 5,540,147.67	\$ 5,966,141.05
Expenses				
Programming, Production and Rentals				
770.100.001 Salaries/Wages-Regular	\$ 520,208.49	\$ 1,132,934.30	\$ 1,012,554.79	\$ 1,062,068.86
770.100.002 Wages and Salaries - Overtime	\$ 9,569.23	\$ -	\$ 9,737.35	\$ -
770.100.003 Salaries/Wages-Ext Servic	\$ 180,049.25	\$ 641,745.88	\$ 597,660.77	\$ 742,957.93
770.100.101 General Supplies	\$ 16,715.08	\$ 40,001.00	\$ 42,688.45	\$ 43,221.20
770.100.110 Uniform Clothing	\$ 3,815.79	\$ 4,800.00	\$ 4,427.64	\$ 4,800.00
770.100.125 Alcohol Products	\$ 6,342.42	\$ 87,792.90	\$ 75,143.31	\$ 113,132.81
770.100.127 Concession Products	\$ 3,343.25	\$ 12,023.73	\$ 20,174.91	\$ 10,842.80
770.100.140 Concession Supplies	\$ 1,222.59	\$ 10,952.88	\$ 6,354.04	\$ 12,397.56
770.100.150 Cleaning Services	\$ 2,019.88	\$ 3,000.00	\$ 2,944.42	\$ 6,500.00
770.100.203 Contract-Artist/Entertainers	\$ 213,086.43	\$ 948,395.00	\$ 782,272.01	\$ 860,284.00
770.100.205 Contracts - Security	\$ 18,342.96	\$ 33,040.00	\$ 27,830.00	\$ 50,700.00
770.100.220 Production Rentals	\$ 260.00	\$ -	\$ 13,875.00	\$ 13,550.00

	2021 Year End Actuals	2022 Budget	2022 June Forecast	2023 Proposed Budget
770.100.219 Show Production	\$ 24,580.06	\$ 62,494.86	\$ 52,012.19	\$ 54,377.60
770.100.468 Artist/Entertainment Rider	\$ 11,876.60	\$ 56,250.00	\$ 47,346.14	\$ 86,957.00
770.100.204 CON Programming/Production	\$ 95,654.69	\$ 50,000.00	\$ 198,750.00	\$ 65,000.00
Total Programming, Production and Rentals	\$ 1,107,086.72	\$ 3,083,430.55	\$ 2,893,771.02	\$ 3,126,789.76
Marketing & Box office				
770.100.200 Contract - Advisory services	\$ 10,625.00	\$ 20,000.00	\$ 58,040.71	\$ 50,000.00
770.100.304 Postage Expense	\$ 8,666.51	\$ 26,000.00	\$ 24,291.41	\$ 20,000.00
770.100.307 Printing	\$ 884.44	\$ 5,000.00	\$ 4,350.00	\$ 2,500.00
770.100.314 Software	\$ 91,467.14	\$ 95,700.00	\$ 98,323.43	\$ 99,805.00
770.100.318 Bank/Credit Card Fees	\$ 36,618.72	\$ 97,000.00	\$ 84,370.86	\$ 90,000.00
770.100.405 Subscriptions/Memberships	\$ 4,610.54	\$ 4,285.00	\$ 5,284.30	\$ 4,500.00
770.100.439 Outreach and Audience Development	\$ 7,450.00	\$ 45,000.00	\$ 37,500.00	\$ 20,000.00
770.100.463 Marketing	\$ 76,640.98	\$ 290,000.00	\$ 295,382.96	\$ 275,000.00
Total Marketing & Box Office	\$ 236,963.33	\$ 582,985.00	\$ 607,543.67	\$ 561,805.00
Building Operations				
770.100.054 Equipment Repairs	\$ 10,364.36	\$ 15,550.00	\$ 16,195.00	\$ 16,327.50
770.100.053 Service Contracts	\$ 58,445.08	\$ 80,179.45	\$ 73,491.26	\$ 78,111.34
770.100.152 General Building Maintenance Supplies	\$ 3,781.12	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
770.100.153 Snow/Yard Maintenance	\$ 15,482.73	\$ 28,000.00	\$ 17,600.00	\$ 18,700.00
770.100.162 Building Repairs	\$ 65,372.18	\$ 46,000.00	\$ 51,220.55	\$ 40,000.00
770.100.163 Heat, Light, Power, Water	\$ 185,171.42	\$ 249,974.64	\$ 230,396.46	\$ 240,000.00
770.100.206 Contracts - Garbage Collection	\$ 580.64	\$ 2,600.00	\$ 1,552.41	\$ 2,600.00
770.100.235 Contracts - Pest Control	\$ 550.00	\$ 1,200.00	\$ 1,000.00	\$ 1,200.00
770.100.330 Furniture/Equipment NTCA	\$ 3,524.76	\$ 7,500.00	\$ 7,500.00	\$ 3,500.00
770.100.350 Furniture/Equipment	\$ 37,829.36	\$ 5,000.00	\$ 51,544.00	\$ 5,000.00
770.100.355 Contra - Furniture/Equipment	\$ (22,523.48)	\$ -	\$ -	\$ -
770.100.157 Rent	\$ -	\$ -	\$ -	\$ -
Total Building Operations	\$ 358,578.17	\$ 441,004.09	\$ 455,499.68	\$ 410,438.84
Fund Development				
770.100.447 Board Fundraising	\$ -	\$ 50,000.00	\$ 5,000.00	\$ 102,400.00
770.100.434 PAC Fundraisers	\$ 2,848.30	\$ 15,000.00	\$ 26,500.00	\$ 35,250.00
Total Fund development	\$ 2,848.30	\$ 65,000.00	\$ 31,500.00	\$ 137,650.00
Administration				
770.100.001 Salaries/Wages-Regular	\$ 391,649.92	\$ 560,201.72	\$ 503,059.09	\$ 494,415.63
770.100.006 Sick	\$ 54,440.41	\$ -	\$ 29,485.82	\$ -
770.100.007 Holiday/Vacation Pay	\$ 145,218.96	\$ -	\$ 185,462.23	\$ 226,587.37
770.100.009 Doctor's Appointments	\$ 392.51	\$ -	\$ 148.26	\$ -
770.100.030 Pensions	\$ 203,655.28	\$ 282,292.32	\$ 267,060.56	\$ 319,027.60
770.100.031 Other Benefits	\$ 129,630.56	\$ 169,218.29	\$ 181,918.86	\$ 186,230.46
770.100.032 Workers Compensation	\$ 13,520.29	\$ 23,960.82	\$ 23,728.70	\$ 25,210.75
770.100.033 Employment Insurance	\$ 19,853.61	\$ 37,884.31	\$ 39,189.59	\$ 41,717.10
770.100.050 HR Expenses	\$ 4,980.76	\$ 3,000.00	\$ 6,000.00	\$ 4,800.00
770.100.200 Contract-Advisory Service	\$ 45,079.28	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
770.100.202 Contract - Equity/Diversity & Inclusion	\$ 11,848.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Total Administration	\$ 1,020,269.58	\$ 1,093,557.47	\$ 1,253,053.10	\$ 1,314,988.90
Office				
770.100.303 Courier Services	\$ 323.17	\$ 5,000.00	\$ 4,581.72	\$ 5,000.00
770.100.305 Telephone	\$ 15,815.52	\$ 20,000.00	\$ 16,202.10	\$ 20,000.00
770.100.306 Cellular Phones	\$ 1,870.99	\$ 4,500.00	\$ 2,938.07	\$ 4,500.00
770.100.308 Copying and Prints	\$ 2,207.65	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00
770.100.310 Office Supplies	\$ 5,588.67	\$ 9,000.00	\$ 9,000.00	\$ 10,000.00
770.100.323 Internet Charges	\$ 39,216.00	\$ 40,680.00	\$ 40,070.00	\$ 40,680.00
770.100.400 Travel Expenses	\$ 263.45	\$ -	\$ 314.93	\$ -
770.100.401 Conferences/Conventions	\$ 1,630.24	\$ 2,000.00	\$ 4,000.00	\$ 6,000.00
770.100.402 Training & Professional Development	\$ 5,494.17	\$ 5,500.00	\$ 8,096.66	\$ 9,800.00
770.100.417 Study/Consulting Fees	\$ 9,088.50	\$ -	\$ -	\$ -

	2021 Year End Actuals	2022 Budget	2022 June Forecast	2023 Proposed Budget
770.100.435 Staff/Volunteer Appreciation	\$ -	\$ -	\$ 5,000.00	\$ 6,596.75
770.100.451 Business Expense	\$ 4,792.19	\$ 5,000.00	\$ 3,000.00	\$ 3,000.00
Total Office	\$ 86,290.55	\$ 94,080.00	\$ 95,603.48	\$ 107,976.75
Finance & Other				
770.100.173 Insurance - Building/Contents	\$ -	\$ -	\$ -	\$ -
770.100.067 Mileage	\$ -	\$ -	\$ -	\$ -
770.100.302 Insurance - General Liability	\$ 21,983.94	\$ 22,651.65	\$ 22,815.00	\$ 25,247.25
770.100.201 Contract-Legal Service	\$ 17,793.53	\$ 30,000.00	\$ 30,000.00	\$ 20,000.00
770.100.314 Software	\$ 34,992.61	\$ 62,953.60	\$ 47,561.02	\$ 62,953.60
770.100.324 Board/Crime Insurance	\$ 8,173.44	\$ 8,790.77	\$ 9,372.24	\$ 10,890.94
770.100.418 Bad Debt Expense	\$ (18,536.11)	\$ -	\$ -	\$ -
770.100.450 Miscellaneous	\$ 1,250.56	\$ 2,400.00	\$ 2,397.74	\$ 2,400.00
770.100.425 Audit	\$ 17,499.99	\$ 15,000.00	\$ 15,138.25	\$ 15,000.00
Total Finance & Other	\$ 83,157.96	\$ 141,796.02	\$ 127,284.25	\$ 136,491.79
Cultural Capital Improvement Fund				
770.100.906 CCIF Expense	\$ 44,089.00	\$ 165,000.00	\$ 127,000.00	\$ 170,000.00
Total Cultural Capital Improvement Fund	\$ 44,089.00	\$ 165,000.00	\$ 127,000.00	\$ 170,000.00
Total Expenses	\$ 2,939,283.61	\$ 5,666,853.12	\$ 5,591,255.21	\$ 5,966,141.05
Net Surplus (Deficit)	\$ 263,791.53	\$ (44,194.86)	\$ (51,107.54)	\$ 0.00
Less Reserve Expenses:				
Encumbrances	\$ 88,152.01		\$ 93,619.80	
Sustainability	\$ -			
Net Surplus (Deficit) after reserves	\$ 175,639.52	\$ (44,194.86)	\$ (144,727.34)	\$ 0.00

* The proposed 2023 PAC budget represents a 7% of City investment over the 2022 budget.



Meridian Centre
St. Catharines, Ontario Canada
2023 Operating Budget

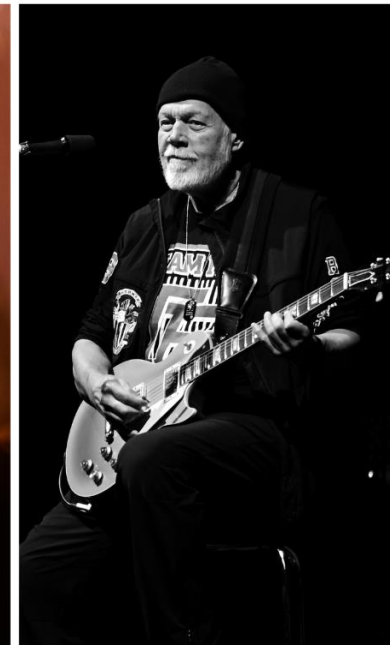


Agenda

- Meridian Centre
- ASM Global
- 2022 Recap
- 2023 Operating Budget
- 2023 Capital Budget
- Challenges & Opportunities

Mission Statement

The Meridian Centre's mission is to provide diverse entertainment and live events to the Niagara Region. Our team holds a deep sense of pride in the venue and strives daily to make us the premier source for entertainment locally. With a loyal commitment to enhance the quality of life in the region and drive economic growth to downtown, we provide a facility that is safe, versatile, and dynamic where we create memorable experiences for our guests and exciting opportunities for our team, all while delivering the highest value to our community partner; the City of St. Catharines.



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Meridian Centre

- Opened in 2014
- Seats 5,300 for hockey including 25 suites and 231 club seats and 6400 for end stage concerts
- Home of the Niagara IceDogs (OHL) and the Niagara River Lions (CEBL)
- The venue has hosted artists and athletes of all calibers including Jerry Seinfeld, Elton John, Bryan Adams, Bachman and Cummings, Blue Rodeo, the Arkells, Cirque du Soleil, the Harlem Globetrotters, as well as the prestigious U18 Women's World Hockey Championship, Scotties Tournament of Hearts, the FIBA U18 Americas Championships and the 2022 Canada Summer Games



Meridian Centre DELIVERS LIVE EXPERIENCES
1.6 MILLION GUESTS

***Family
Shows***

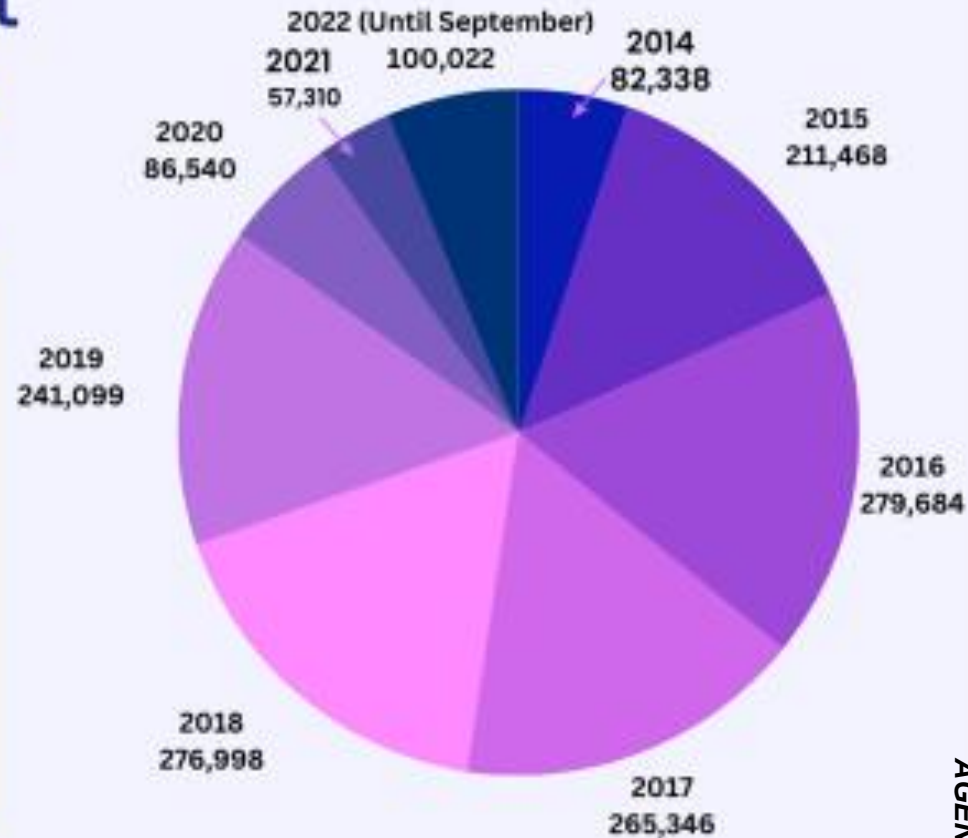
***Live
Sporting
Events***

Concerts

Celebrating 8 years of live events



Meridian Centre Event Attendance





HISTORY

Grand Opening		2014
Bobby Vinton Daniel O'Donnell		City and Color The Oak Ridge Boys
2015		
Cheer Winterfest		Skate Niagara The Tragically Hip
Monster Trucks		Jerry Seinfeld
Nacy Kerrigans Halloween on Ice		Blue Rodeo
2016		
Cheer Winterfest		IIHF U18 Womans World Hockey championship
Skate Niagara		The Next Step Wild Rhythm Tour
Johnny Reid		Metric and Death Cab for Cutie Harlem Globetrotters
The Tragically Hip Live Stream		Theresa Caputo Long island Medium
Daniel O'Donnel		Marianas Trench with Shawn Hook BJ Thomas
2017		
Cheer Winterfest		Curling Canada Scotties Tournament of Hearts
Harlem Globetrotters		Old Dominion
DSBN Music Monday		Fight For Youth Ft. Mike Tyson
Dallas Smith		WWE NXT Live Blue Rodeo Elton John
2018		
Cheer Winterfest		WWE NXT Live Hedley
Johnny Reid		FIBA U18 Americas Championship Cirque Du Soleil- Corteo
2019		
Winterfest Cheer Competition		Bryan Adams Paul Brandt and High Valley
Marianas Trench		Harlem Globetrotters
Dean Brody and Dallas Smith		Rock the Rink with Scott and Tessa Arkells
Paw Patrol		The Offspring and Sum 41 Johnny Reid
2020		
		Blue Rodeo



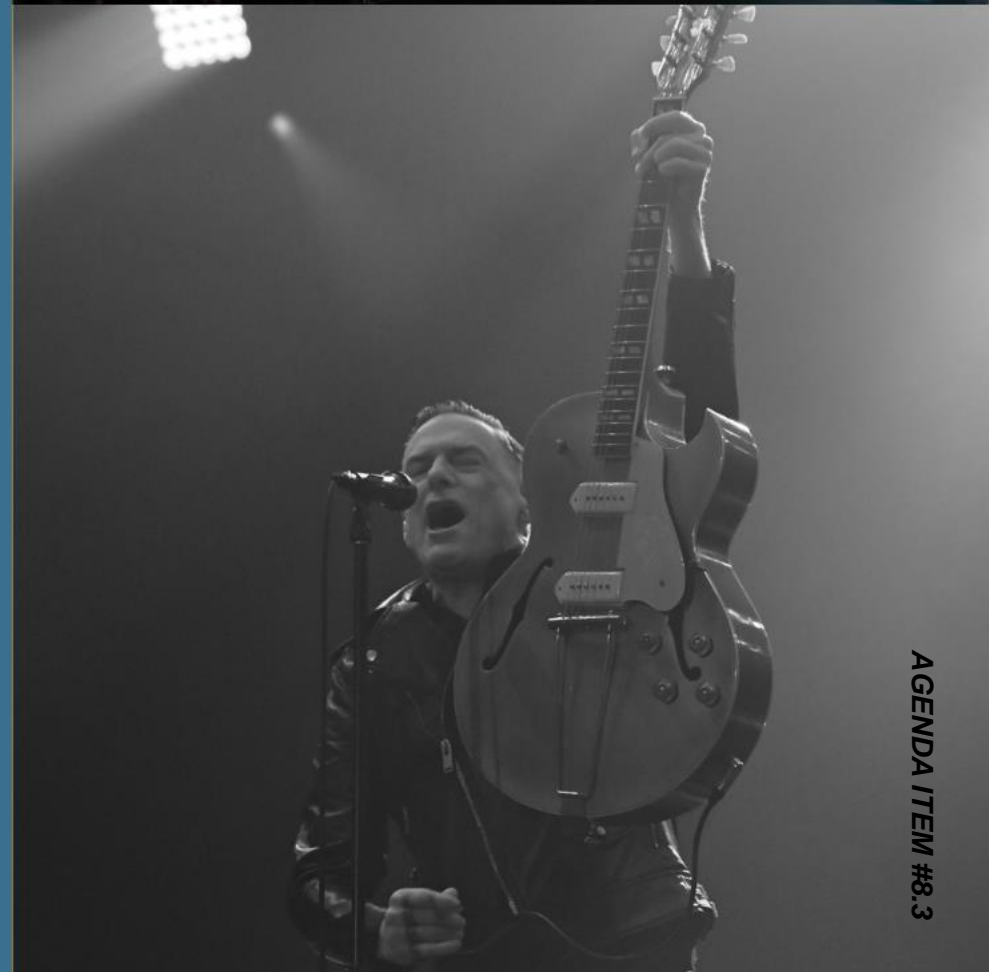


2022

- The Glorious Sons
- 100 Days Out- Canada Summer Games
- Cirque Du Soleil CRYSTAL
- Dallas Smith
- Bachman and Cummings
- Niagara 2022 Opening Ceremony
- Bryan Adams
- Wrestlelusion XI
- FMX World Tour
- The Offspring & Simple Plan
- Jeff Dunham: SERIOUSLY!?

2023

THE BEST IS YET TO COME



ASM Global

Best-in-Class Managment



- **Marketing Strategy**
- **Operations**
- **Asset Management**
- **Safety**

Unmatched expertise across venue management, event procurement and intricate marketing network

Diversified Revenue Model



- **Global Partnerships**
- **Revenue Management**
- **Premium Experiences**
- **Savour Food and Beverage**

Our Platform offers multiple revenue streams to further enhance performance and solidify our place in the market.

Advising and Investing



- **Investing**
- **Planning and Design**
- **Feasibility Studies**
- **Strategic Partnerships**
- **Access to best practices globally**

ASM provides access to capital, strategic partnerships and expertise globally.

Commitment to Innovation



- **Technology**
- **Database Integration**
- **VenueShield**
- **Sustainability**
- **Community**

We redefine standards across technology, health, safety and sustainability, while highlighting the importance of community.



2022 Recap

- The year started with capacity restrictions – 4 IceDogs games with no fans; multiple with reduced capacity, no concerts or events in January and February.
- Live events with no public health restrictions returned to the Meridian Centre starting in March 2022 and it has been a steady stream since - IceDogs, River Lions, Concerts (10), Cirque du Soleil (8), and more
- Hosted Canada Summer Games – Opening Ceremonies and basketball competitions



2023 Operating Budget

- Guiding assumptions while building the 2023 Operating Budget-
 - IceDogs games will return to their historical attendance
 - A moderate calendar of concerts and events
 - The Niagara River Lions will continue to grow their fan base in 2023
 - No major, multi day event
 - Attracting and retaining management, supervisory and part-time staff will be a primary challenge
 - Aging building
 - Economic uncertainly and inflation.



2023 Operating Budget

	Budget 2023	Budget 2022	Actual 2020	Actual 2019	Actual 2018
Number of Event	65	81	44	84	102
Event Income					
Total Direct Event Income	\$ 383,433	\$ 346,675	\$ 105,248	\$ 297,680	\$ 383,065
Total Ancillary Income	\$ 697,669	\$ 804,617	\$ 95,054	\$ 886,034	\$ 914,685
Total Other Event Income	\$ 600,395	\$ 520,606	\$ 94,650	\$ 575,088	\$ 483,134
Total Event Income	\$ 1,681,496	\$ 1,671,898	\$ 294,952	\$1,758,802	\$1,780,884
Total Other Operating Income	\$ 417,051	\$ 374,556	\$ 231,829	\$ 463,698	\$ 432,408
Adjusted Gross Income	\$ 2,098,547	\$ 2,046,453	\$ 526,781	\$2,222,500	\$2,213,292
Operating Expenses					
Other Operating Expenses incl Wages	\$ 2,140,287	\$ 1,965,159	\$1,381,274	\$1,882,155	\$1,745,352
Utilities	\$ 537,000	\$ 523,332	\$ 445,312	\$ 499,714	\$ 552,364
SMG Management Fees	\$ 188,700	\$ 192,855	\$ 183,205	\$ 183,526	\$ 183,205
Total Operating Expenses	\$ 2,865,987	\$ 2,681,346	\$ 2,009,791	\$2,565,395	\$2,480,921
Net Income (Loss) From Operations	(\$ 767,440)	(\$ 634,893)	(\$1,483,010)	(\$ 342,895)	(\$ 267,629)
Other Income (Expenses)*	\$ -	(\$ 236,879)	\$ -	(\$ 91,599)	(\$ 171,605)
Net Income After Other Income (Expenses)	(\$ 767,440)	(\$ 871,772)	(\$1,483,010)	(\$ 434,494)	(\$ 439,234)

*For 2022 - Council approved fee waiver - Canada Summer Games



2023 Capital Budget

- Capital Budget requests are evaluated on:
 - Health and Safety
 - End of Life equipment or systems
 - Potential of expense savings or increase revenues
 - Preventative maintenance



2023 Capital Request

Item	Reason for Request	Amount
Point of Sale (POS) Replacement - Food & Beverage	End of Life	136,000
Daktronics Upgrade (controls the scoreboard and sound system)	End of Life	136,000
Main curtain modification	Health & Safety / End of Life	67,000
Suite level food cooking equipment addition	Guest Service / Revenue Generation	70,000
Plant motor upgrade (2 glycol pumps, 2 compressor motors)	Preventative Maintenance	50,000
Parking booth - front lot	Health & Safety	20,000
Mobile ordering platform	Guest Service / Revenue Generation	30,000
Total		509,000



2023 Challenges & Opportunities

- Challenges

- Labour – attracting and retaining staff
- Ticket Sales trends – last minutes
- Aging Building
- Increase in cost of goods and materials

- Opportunities

- Growing High-margin business – F&B offerings, VIP services, Signature Experiences
- Cultivate alternate revenue streams - build on non-traditional event success – corporate events, commercials, tradeshow, ice rentals
- Shared staffing model with Canada Games Park





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St. Catharines, Ontario L2R 0B3
905-684-8400

2023 Proposed Budget Draft

Distribution:

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[Uploaded to engnyte.com site](#)

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Moya DiPietro, Director of Finance

Client (City of St. Catharines):

David Oakes
Cristi, Phil
Douglas, Kristine
Smith, Adam
Thomson, Jessica
Winnington, Jason
York, Brian
Lamothe, Eric

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**Meridian Centre
2023 Budget - DRAFT**

	2023 Budget - DRAFT	2022 Budget	2020 Actual	2019 Actual	Actual 2018	Actual 2017
Meridian Centre						
Number of Events	65	81	44	84	102	113
Attendance	208,170	251,545				
Direct Event Income						
Rental Income	421,515	479,940	134,001	426,812	621,848	424,123
Service Income	325,425	544,354	108,176	557,245	605,004	381,019
Service Expenses	(363,508)	(677,619)	(136,929)	(686,377)	(843,787)	(561,510)
Total Direct Event Income	383,433	346,675	105,248	297,680	383,065	243,632
Ancillary Income						
F & B Concessions	517,443	598,446	89,138	692,931	725,547	634,022
F & B Catering	158,599	175,944	5,096	173,091	160,830	212,844
Novelty Sales	21,628	30,225	820	20,012	28,308	41,484
Total Ancillary Income	697,669	804,615	95,054	886,034	914,685	888,350
Other Event Income						
Luxury Box Ticket Sales	14,500	11,500	-	62,554	-	-
Club Seat Ticket Sales	4,150	5,350	-	-	14,381	8,161
Ticket Rebates (Per Event)	273,958	148,550	8,220	185,911	113,207	87,825
Facility Fees	307,787	355,206	86,430	326,623	355,546	278,234
Total Other Event Income	600,395	520,606	94,650	575,088	483,134	374,220
Total Event Income	1,681,496	1,671,896	294,952	1,758,802	1,780,884	1,506,202
Other Operating Income		0				
Suite Income	188,628	166,018	44,709	170,477	178,829	160,375
Club Seat Income	22,523	25,988	8,663	31,800	36,771	37,310
Advertising Income	49,750	35,500	15,446	44,589	47,987	49,198
Ice Rental Net Income	140,000	130,900	140,279	185,660	126,030	115,076
PAC Catering Revenue	-	-	-	-	7,490	3,137
Other (Interest, Vending, etc)	16,150	16,150	22,732	31,172	35,301	19,302
Total Other Operating Income	417,051	374,556	231,829	463,698	432,408	384,398
Adjusted Gross Income	2,098,547	2,046,452	526,781	2,222,500	2,213,292	1,890,600
Operating Expenses						
Employee Salaries and Wages	1,147,095	1,083,507	790,816	1,024,113	966,035	1,001,003
Benefits	186,122	176,000	133,275	160,776	185,108	191,880
Net Employee Wages and Benefits	1,333,217	1,259,507	924,091	1,184,889	1,151,143	1,192,883
Contracted Services	1,800	1,800	573	4,038	2,055	2,177
General and Administrative	247,486	211,849	131,724	218,637	221,946	182,370
Operations	196,486	170,176	102,960	159,712	114,576	103,483
Repair & Maintenance	189,900	159,000	97,709	171,944	120,561	146,786
Supplies	115,622	116,366	66,617	85,335	73,865	81,137
Insurance	55,776	46,461	57,600	57,600	61,206	58,101
Other Operating Expenses incl Wages	2,140,287	1,965,159	1,381,274	1,882,155	1,745,352	1,766,937
Utilities	537,000	523,332	445,312	499,714	552,364	542,662
SMG Management Fees	188,700	192,855	183,205	183,526	183,205	180,497
Total Operating Expenses	2,865,987	2,681,346	2,009,791	2,565,395	2,480,921	2,490,096
Net Income (Loss) From Operations	(767,440)	(634,894)	(1,483,010)	(342,895)	(267,629)	(599,496)
Other Income (Expenses)	-	(236,879)		(91,599)	(171,605)	(148,479)
Net Income After Other Income (Expenses)	(767,440)	(871,773)	(1,483,010)	(342,895)	(439,234)	(747,975)

Meridian Centre - St. Catharines
2023 Proposed Budget - Draft
Commentary

	Proposed Budget - Draft	2022 Budget	Variance \$	Variance %	Notes to 2023 Budget
Number of Events	65	81	(16)	-20%	First half of the year is soft for events. Some events that per posted due to COVID took place in 2022
Attendance	208,170	251,545	(43,375)	-17%	
Direct Event Income					
Rental Income	421,515	479,940	(58,425)	-12%	Rental income is lower due to less events
Service Income	325,425	544,354	(218,929)	-40%	Service Income is lower due to less events
Service Expenses	(363,508)	(677,619)	314,112	-46%	
Total Direct Event Income	383,433	346,675	36,758	11%	Event income is up do to type of events
Ancillary Income					
F & B Concessions	517,443	598,446	(81,003)	-14%	Decrease in net revenue do to decrease in number of events, increase in cost of goods, increase in labour cost
F & B Catering	158,599	175,944	(17,345)	-10%	Decrease in net catering revenue do to decrease in number of events, increase in cost of goods, increase in labour cost
Novelty Sales	21,628	30,225	(8,597)	-28%	
Total Ancillary Income	697,669	804,615	(106,946)	-13%	
Other Event Income					
Luxury Box Ticket Sales	14,500	11,500	3,000	26%	
Club Seat Ticket Sales	4,150	5,350	(1,200)	-22%	
Ticket Rebates (Per Event)	273,958	148,550	125,408	84%	ASM has a new partnership agreement with Ticketmaster, that shares a larger percentage of the ticket service fees with the venue
Facility Fees	307,787	355,206	(47,419)	-13%	Lower number of tickets sold, equals lower facility fees
Total Other Event Income	600,395	520,606	79,789	15%	
Total Event Income	1,681,496	1,671,896	9,600	1%	
Other Operating Income					
Suite Income	188,628	166,018	22,610	14%	All suites are full for 2023
Club Seat Income	22,523	25,988	(3,465)	-13%	There was a reduction in club seat license holders due to COVID
Advertising Income	49,750	35,500	14,250	40%	Increased sponsorship partnerships for 2023
Ice Rental Net Income	140,000	130,900	9,100	7%	Ice Rentals are popular though hard to forecast as other revenue producing take priority
Other (Interest, Vending, etc.)	16,150	16,150	-	0%	
Total Other Operating Income	417,051	374,556	42,495	11%	
Adjusted Gross Income	2,098,547	2,046,452	52,095	3%	

Meridian Centre - St. Catharines
2023 Proposed Budget - Draft
Commentary

Proposed Budget - Draft	2022 Budget	Variance \$	Variance %
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Notes to 2023 Budget

Operating Expenses

Employee Salaries and Wages	1,147,095	1,083,507	63,588	6%	To achieve the Living Wage requirement set by council, increases will be introduced during the 2023 and 2024 budgets. Full Time staff will see increases in January of 2023 and 2024. Parttime staff will see increases in September 2023 and September 2024
Benefits	186,122	176,000	10,122	6%	Impacted due to the increase in wages
Net Employee Wages and Benefits	1,333,217	1,259,507	73,710	6%	
Contracted Services	1,800	1,800	-	0%	
General and Administrative	247,486	211,849	35,637	17%	Increase in fees and services, i.e. payroll processing
Operations	196,486	170,176	26,310	15%	Modest increases in cost HVAC and Kitchen equipment require additional maintenance as they age
Repair & Maintenance	189,900	159,000	30,900	19%	
Supplies	115,622	116,366	(744)	-1%	
Insurance	55,776	46,461	9,315	20%	Primum increases
Utilities	537,000	523,332	13,668	3%	Inline with previous years
Management Fees	188,700	192,855	(4,155)	-2%	Contracted cost for management fees
Total Operating Expenses	2,865,987	2,681,346	184,641	7%	
Net Income (Loss) From Operations	(767,440)	(634,894)	(132,546)	21%	
Other Income (Expenses)		(236,879)			Expense to host the Summer Games
Net Income / (Loss) After Other Income (Expenses)	(767,440)	(871,773)	104,333	-12%	

**Meridian Centre
2023 Proposed Draft Budget
Event Income Summary**

	704	706	707	709	710	712	721	722	
	Concerts	Entertainment	Family Shows	Sporting Events	Trade Shows	Other	IceDogs Hockey	RiverLions Basketball	Grand Total 2023 Budget
Number of Events	9	-	3	1	2	2	38	10	65
Total Annual Attendance	32,600	-	6,400	4,000	-	1,170	154,000	10,000	208,170
Attendance per event	3,622	-	2,133	4,000	-	585	4,053	1,000	3,203
Direct Event Income									
Rental Income	127,500	-	40,500	3,000	20,000	5,500	192,015	33,000	421,515
Service Income	140,825	-	41,000	15,000	10,000	5,600	85,500	27,500	325,425
Service Expenses	(155,408)	-	(46,300)	(15,000)	(10,000)	(6,800)	(95,000)	(35,000)	(363,508)
	112,918	-	35,200	3,000	20,000	4,300	182,515	25,500	383,433
Ancillary Income									
F & B Concessions	115,245	-	16,466	15,413	-	15,059	331,254	24,005	517,443
F & B Catering	46,753	-	6,333	7,881	-	-	83,753	13,880	158,599
Novelty Sales	13,940	-	7,688	-	-	-	-	-	21,628
	175,938	-	30,487	23,294	-	15,059	415,007	37,885	697,669
Other Event Income									
Luxury Box Ticket Sales	11,500	-	3,000	-	-	-	-	-	14,500
Club Seat Ticket Sales	2,800	-	1,350	-	-	-	-	-	4,150
Ticket Rebates	222,868	-	45,040	4,500	-	-	-	1,550	273,958
Facility Fees	106,860	-	27,876	5,300	-	-	166,351	1,400	307,787
Total Other Event Income	344,028	-	77,266	9,800	-	-	166,351	2,950	600,395
Total Event Income	632,883	-	142,953	36,094	20,000	19,359	763,873	66,335	1,681,496
Avg Event Income per Event	70,320	-	47,651	36,094	10,000	9,680	20,102	6,634	25,869



Corporate Report City Council

Report from: Community, Recreation and Culture Services, Programs and Cultural Services

Report Date: November 7, 2022

Meeting Date: November 16, 2022

Report Number: CRCS-179-2022

File: 35.65.107

Subject: Update from Rodman Hall Art Institute of Niagara

Strategic Pillar:

This report aligns with the following St. Catharines Strategic Plan pillars: cultural.



Recommendation

That the inclusion of the Year 2 funding of \$100,000 to the Rodman Art Institute of Niagara in the Draft 2023 Operating Budget for deliberation be approved; and

That the Year 3 funding (2024: \$125,000) be conditional on the confirmation of 2023 deliverables and the financial result of 2023 through a presentation to Council in Q4 2023.

Summary

This report provides an update on the work undertaken by the Rodman Art Institute of Niagara (formerly Rodman Hall Art Centre) in 2022 as well as their 2023 business plan.

Rodman Art Institute of Niagara (RAIN) has conducted work detailed in their Preliminary Business Plan, which was presented to Council at its meeting on November 8, 2021 via [Report CRCS-178-2021](#). Specifically, they have progressed their organizational development (staffing); conducted community and stakeholder consultation; a market assessment (environmental scan); visioning; and foundational work towards a comprehensive strategic plan.

At that meeting, Council carried the following motion:

That staff report back on the economic viability of the funding request from the Rodman Art Institute of Niagara, including information from comparator municipalities on their contributions with the operation of art galleries and information on staffing of art galleries and information on a funding source for the requested funds of \$75,000 in 2022

Staff presented a follow-up [Report CRCS-201-2021](#) back to Council on November 17, 2021 to provide analysis on municipal contributions to public art galleries in comparator municipalities and additional context to the request made by the Rodman Art Institute of Niagara (Rodman Institute) for early-stage funding. To support this work plan, RAIN received \$75,000 in 2022 from the City of St. Catharines as year one funding of a three-year funding request.

Relationship to Strategic Plan

This report supports the Cultural Renaissance Goal of the Strategic Plan by celebrating the City's rich history, diversity, arts and cultural assets through leadership, promotion and investments that support measurable, sustainable creative growth.

Background

RAIN builds upon Rodman Hall Art Centre's success over the past six decades of innovation and excellence in presenting countless art exhibits, public events, and education programs. With this legacy as their model, RAIN's core mission is to:

- care for and share the community's extraordinary 1000-piece art collection and continue to present creative and deeply engaging visual arts exhibits, events, and classes
- build community vision, capacity and means to sustain a new public art gallery
- collaborate with individuals, governments, institutions, and private-sector partners to create new arts infrastructure and support ambitious programs and activities.

In September 2021, RAIN submitted a Preliminary Business Plan and Request for Early-Stage Funding (2022 to 2024) to Council via [Report CRCS-178-2021](#). The business plan outlined RAIN's short-term strategy for organizational development, collection management, artistic programming, audience development, community engagement, and strategic planning. Council received the early-stage, incremental funding request of \$75,000 (2022), \$100,000 (2023), and \$125,000 (2024) conditional on the presentation of a strategic plan and annual operating results of the previous year (2022 and 2023, respectively).

The attached reports: Appendix 1 – RAIN Final Report 2022; Appendix 2 – RAIN Preliminary Environmental Scan; and Appendix 3 – Report on Community Consultations update Council on the status of 2022 agreed upon deliverables and allocation of expenses.

Report

RAIN received funding of \$75,000 from the City of St. Catharines in 2022. These funds have been used to support to community and stakeholder consultation, market assessment (environmental scan), staffing, visioning, and foundational work towards a comprehensive strategic plan. Further, work has been undertaken to consult with all levels of government and potential funders with a view to diversifying funding sources needed to establish a new public art gallery, as well as the necessary staff to coordinate and advance this process.

The accompanying reports by RAIN present findings from an environmental scan (Appendix 2) and community consultations (Appendix 3), which was jointly facilitated by RAIN and the consulting firm, Lord Cultural Resources. These reports led to the development of five strategic priorities, which will form the basis of their comprehensive strategic plan. They are as follows:

- **Location:** Explore the potential for multiple platforms / venues for the collection or gallery (hub and spoke model).
- **Collection:** Quickly ensure access to the collection through digital media and partnerships.
- **Diversity:** Develop collection and programming that reflects the whole community.
- **Engage youth:** Use the collection to develop learning opportunities and activities even without ideal building.
- **Support existing ecosystem:** Collaborate and coordinate with all players to present collection and unite all of Niagara around the community's art collection.

The accompanying reports detail the next steps in RAIN's planning for a new cultural institution to house the Rodman collection.

Financial Implications

RAIN is seeking Council's approval to include the Year 2 funding of \$100,000 in the Draft 2023 Operating Budget for deliberation to progress their work in 2023.

These funds will be dedicated to beginning a feasibility study, collaboration development, comparative analysis, and expansion of environmental scan, as well as the necessary staff to coordinate and advance this process.

RAIN has satisfied its obligations for Year 2 funding and staff recommend the 2023 budget inclusion of \$100,000. The funds for 2023 are included in the Community, Recreation and Culture Services Draft 2023 Operating Budget (draft) for Council deliberation.

Year three funding (\$125,000) is conditional on the confirmation of 2023 deliverables and the financial result of 2023 through a presentation to Council in Q4 2023.

Environmental Sustainability Implications

There are no environmental implications associated with this report.

Conclusion

With the closure of Rodman Hall Art Centre, the valuable permanent art collection previously housed in that facility is now in the care of RAIN, a new non-profit organization committed to re-establishing a public art gallery in St. Catharines. During year two of this three-year start-up phase, RAIN will leverage City funding to advance the foundational work necessary to develop their organizational capacity and strategic planning to develop a permanent public art gallery in St. Catharines.

RAIN has satisfied its obligations for Year 2 funding and staff recommend the 2023 budget inclusion of \$100,000. The funds for 2023 are included in the Community, Recreation and Culture Services Draft 2023 Operating Budget (draft) for Council deliberation.

Prepared by

Carly Anderson
Supervisor, Culture

Submitted by

Carly Anderson
Supervisor, Culture

Approved by

Phil Cristi
Director of Community, Recreation and Culture Services

Appendices

- Appendix 1 – RAIN Final Report 2022
- Appendix 2 – RAIN Preliminary Environmental Scan
- Appendix 3 – Report on Community Consultations

Rodman Art Institute of Niagara

FINAL REPORT ON CITY OF ST. CATHARINES FUNDING – OCTOBER 2022

Introduction

In 2021 Rodman requested that the City of St. Catharines begin a 3-year early-stage investment in the future of a new public art gallery that fulfills the City's planning goals and complements the cultural institutions already thriving in our community.

City Council agreed in Nov. 2021, following on staff recommendation, to allocate \$75,000 for the first year (2022) of Rodman's multi-year plan for the incremental development of a new art gallery. The table below summarizes the deliverables anticipated by the City. This report details the completion of the work undertaken in 2022 and proposes new goals informed by this process for work in 2023 and 2024.

City of St. Catharines Early Stage Investment in Development of Public Art Gallery - Deliverables and Allocation of Expense					
<i>Deliverables</i>	2022	<i>Deliverables</i>	2023	<i>Deliverables</i>	2024
Community & Stakeholder consultation - vision & market assessment	\$20,000	Economic Impact Study process & report	\$20,000	Feasibility Study (40% of cost) process & report	\$20,000
Strategic Planning process & comprehensive Strategic Plan	\$30,000	Site Selection process & report	\$35,000	Contract Strategic Plan for operation and capital project	\$20,000
Staff (30% of Executive Director)	\$25,000	Staff (50% of Executive Director)	\$45,000	Staff (50% of Executive Director and administrator)	\$85,000
	\$75,000		\$100,000		\$125,000

The cost for producing 2022 deliverables reported on here was \$94,390 of which the City of St. Catharines contributed toward 75%. Rodman Art Institute of Niagara provided the remaining funds.

RAIN Expenses Attributable to City of St. Catharines Funding - 2022	
Community Consultations - Contract Lord Cultural Resource	\$11,300
Community Consultations - Venues and Advertising	\$2,000
Funding Research and Applications - Joshua Heuman	\$1,800
Staff - Executive Director and Administrative Coordinator	\$79,290
TOTAL	\$94,390
<p><i>Note: RAIN used in-house staff time to plan and manage the community consultation and strategic planning process which saved significantly on consultants' fees. This has allowed us to focus the work of Lord Cultural Resources in areas having to do with evaluation of process, results and recommendations.</i></p> <p><i>We have not counted in this the value of 224 hours Board and volunteer time and expertise - equivalent to and in-kind contribution of \$4480</i></p>	

Executive Summary

In 2022, Rodman Art Institute of Niagara undertook the work below in furtherance of the purposes and goals

1. **Community and stakeholder consultations:** These sought to gauge sentiment and gather perspectives on a future public art gallery from a broad cross-section of the community. Appendix A - Report on Community Consultations details the process and resulting data.

Market Assessment: An examination of the ecosystem of arts institutions and organizations into which a new public art gallery must fit is provided in Appendix B - Preliminary Environmental Scan. This mapping enables an estimation of gaps and opportunities for the visual arts in Niagara.

2. **Strategic Planning:** An assessment of results of Community Consultations provided by Lord Cultural Resources¹ is provided in Appendix A - Report on Community Consultations. It includes critical recommendations and findings that indicate there is strong support for a re-invented public art gallery that is relevant to the entire Niagara region. This proposes an early-stage strategic approach to the development of a future public art gallery which can be tested and further examined in a future feasibility study.
3. **Staff:** Professional staff who have guided RAIN's strategic planning work that began in early 2022 and is ongoing. Staff have strengthened the RAIN organizational and operational capacity, and devised a strategy for unlocking new funding from provincial and federal funding agencies, and the development of new programming.

The report goes on to propose deliverables to be achieved with City of St. Catharines funding in 2023.

The central outcome of 2022 work by Rodman Art Institute of Niagara is a vision for a multi-platform public art gallery located in St. Catharines with additional collaborative locations across the region. Such an approach aims at achieving larger audiences, diverse partnerships and funding to assure the legacy and wide appreciation of the Rodman art collection for the future. The feasibility of this concept will be tested and its path toward successful realization mapped in subsequent studies, the cost of which we anticipate can be funded in part by the Ministry of Canadian Heritage - Cultural Spaces Program.

¹ Lord Cultural Resources is the global practice leader in cultural sector planning. Since 1981, they have helped to create, plan, and operate cultural spaces and places in more than 460 cities, in 57 countries and six continents.
<https://www.lord.ca/who-we-are/about>

1. Community and Stakeholder Consultations – Vision and market assessment

a) Community and Stakeholder Consultations

In the summer and fall of 2022 Rodman Art Institute of Niagara conducted extensive consultations with a wide variety of stakeholders for a future public art gallery including community and civic leaders, cultural organizations and interested individual to gauge sentiment within the community regarding how Rodman Art Institute can best protect and present the community's art collection.

These Consultations were guided and facilitated by Lord Cultural Resources and used three distinct means to gather information:

- i) Online Survey (154 returned)
- ii) Targeted Interviews (40 interviews with other organizations, community leaders, and city/regional councillors)
- iii) Public Meetings (3 meetings with a total of 50 attendees)
 - First Meeting: September 13th at 6:30 pm via Zoom - 17 attendees
 - Second Meeting: September 28th at 6:30 pm at the Bank Arts House, Welland, ON - 11 attendees
 - Third Meeting: October 1st 11 am at The Salem Chapel, St. Catharines, ON - 22 attendees

A full and detailed outline of the consultation process, findings, and data is contained in Appendix A - Report on Community Consultations.

b) Preliminary Environmental Scan: Niagara Art Ecosystem

Rodman Art Institute of Niagara has conducted a preliminary environmental scan that a) maps key cultural institutions and organizations that do currently or have potential to present or support the visual arts in the region and b) provides an assessment of gaps and opportunities to celebrate and nurture the visual arts in Niagara.

The mapping is contained in the accompanying report Preliminary Environmental Scan: Niagara Art Ecosystem. It includes information on entities across Niagara that support the visual arts related to their affiliation; approach to exhibitions; and provision of services such as education and artist support. This is broken down into the following categories:

- i) Public Art Galleries/Museums
- ii) Cultural Organizations that Engage Visual Arts
- iii) Historical and Hybrid Museums²
- iv) Culture Institutions presenting art as a secondary activity

Through this examination of what exists to support the visual arts in Niagara, analysis reveals a diverse and disparate ecosystem of art centres, public galleries, museums (art, historical and hybrid), cultural organizations and other cultural institutions that may serve the visual arts outside their core mission. Significant gaps are made evident through this mapping, and these suggest that Niagara's modest and scattered ecosystem can benefit from a collaborative and appropriately scaled and designed new public art gallery capable of protecting cultural

² Hybrid Museums are those that may supplement their offerings with presentation of art, online or experiential activities or may also operate as a cultural centre.

properties and housing the Rodman art collection will complement and expand the Niagara cultural ecosystem in which the visual arts are currently underserved.

A future feasibility study should undertake more in-depth analysis of the region's art and broader cultural, tourism and economic ecosystem and examine those of similar regions.

2. Strategic Planning and Comprehensive Strategic Plan

The sentiments and perspectives of the Community expressed in a comprehensive consultation process were assessed by Lord Cultural Resources. These have led to recommendations that constitute a new strategic approach to the re-invention of a new public art gallery. This is provided in detail in Appendix A Report on Community Consultations. It includes recommendations and detailed findings that address:

- **Location** – Explore the potential for multiple platforms/venues for the collection or gallery (primary location in St. Catharines).
- **Collection** – quickly ensure access through digital media and partnerships
- **Diversity** – develop collection and programming that reflects the whole community.
- **Engage youth** – use the collection to develop learning opportunities and activities even without ideal building
- **Support existing ecosystem** – collaborate and coordinate with all players to present the collection and unite all of Niagara around the community's art collection.

The next step in strategic planning should be a study that will test and further examine and test the feasibility of the recommendations and findings from the consultations. It is anticipated that funding to undertake such a feasibility can be secured from Canadian Heritage whose programs are designed to support such work.

3. Staff

a) Organizational development

Rodman Art Institute of Niagara has taken concrete steps, with the help of City of St. Catharines funding, to strengthen its capacity to advance the cause of a new public art gallery. The following are its key accomplishments.

a) Engaged professional staff

- Part-time Director, Karen Carter who brings 25 years of experience in the culture sector particularly in the area of start-ups – notably Myseum and Black Artists Network Dialogue (BAND).
- Part-time Administrator, Isabel Brandt who coordinated the audit and move to storage of the collection and is coordinating operations and programs for us.

b) New creative Programs

- Exhibition of black artists in Richard Pierpoint Park
- Relocation of 6 sculptures from Rodman Hall to sites in downtown St. Catharines and development of related interpretation and community programming. The completion of this is scheduled for Spring 2023
- Ongoing development of online catalogue of collection

- c) Strategy Workplan developed by board and Director that established priorities related to:

- Finance and Operations
- Exhibition and Programming
- Marketing and Communications

b) New Funding

Early-stage funding support from the City of St. Catharines has enabled Rodman Art Institute of Niagara to engage staff to seek guidance from; establish formal relationships with key public sector arts funders. We have established our eligibility and registered our organization with these agencies (see below). We are in the process of submitting applications for specific projects that have been identified to meet our immediate programming goals.

Rodman Art Institute of Niagara hosted an 'all-funders' meeting in July with officers from key funding agencies that are essential to:

- a) planning future capital infrastructure for a new public art gallery as well as
- b) producing creative programs; and
- c) sustaining operation for a public art gallery.

At this meeting we shared strategies for future development and funding in a context where all potential funders understand the unique circumstances and ambitions of Rodman Art Institute of Niagara and the recommendations each is providing.

Key funders with whom we have consulted are described below. Rodman Art Institute of Niagara is developing applications for November 2022 in response to programs offered by the Canada Council for the Arts and the Ontario Arts Council. We anticipate applying to Canadian Heritage for a forthcoming feasibility study.

Canadian Heritage

The Federal Ministry of Canadian Heritage funds culture, heritage, and sport through a wide variety of funding programs aimed at planning, infrastructure and presentation. The concept for a new public art gallery in Niagara proposed by Lord Cultural Resources and provided in Appendix A - Report on Community Consultations will form the basis for a request for funding for a feasibility study that tests these recommendations. This will be a critical next step in leveraging Canadian Heritage - Canada Cultural Spaces Program in a critical process of planning for new capital infrastructure.

Canada Council for the Arts

This federal arts funding agency provides grants for strategic and digital innovation projects as well as funding for specific exhibition projects that meet its criteria for relevance and innovation. They also provide ongoing operational funding for eligible public art galleries and artist-run centres. Rodman Art Institute of Niagara is eligible at this time only for project funding. An application to support digital innovations is being prepared by Rodman Art Institute of Niagara.

Ontario Arts Council

This provincial arts funding agency provides funds for specific creative projects that meet criteria similar to the Canada Council. Their project grants focus on presentation of work by living artists. Rodman Art Institute of Niagara is developing an application for an exhibition in alternative

space and/or with partner institutions that will be accompanied by audience engagement components.

Trillium Foundation

This agency of the Ontario government invests in non-profit organizations to create positive change that will improve the health and well-being of Ontarians. Trillium's programs for the moment are focused on resilient communities due to impacts of COVID-19. They also provide Seed Grants for advancing new ideas and approaches as well Capital Grants that support infrastructure that meets community needs. We are consulting further with this agency for future funding

Ongoing Sustainability

At this early stage in Rodman Art Institute of Niagara's development the organization has the minimum professional staff and can leverage temporary space and collaboration with existing cultural organizations to achieve modest funding for creative projects through the federal and provincial Arts Councils.

Rodman's level of professional staff currently meets eligibility requirements for Canadian Heritage and Trillium programs which can support planning developmental work.

A robust public art gallery, which the Rodman Art Institute of Niagara intends to become, cannot survive without ongoing operational funding from relevant provincial and federal agencies designed to support their capacity to deliver a full spectrum of programs. However, dedicated temporary or permanent space and full-time professional staff are prerequisites for eligibility for such operating grants.

It is critical that Rodman Art Institute of Niagara work toward employing the full range of professional staff required to ensure administrative systems and to undertake robust artistic programs including exhibitions, outreach and community engagement, as well as educational programming. Securing temporary space at the earliest opportunity will be advantageous to achieving operational funding.

The early-stage funding from the City of St. Catharines will continue to be critical to unlocking the public sector funding we are actively seeking. City funding has enabled Rodman Art Institute of Niagara to build a vision for a public art gallery that will allow us to continue to lobby for funding from municipalities across the region, regional government, and to quickly secure grants from all levels of government. It will also inform how we build a campaign now for private sector and community donors.

c) Next Steps

This final report on effective use of City funding for 2022 forms, in effect, a near-term strategic plan for Rodman Art Institute of Niagara.

The final report – in addition to itemizing specific activities and deliverables we have accomplished – brings into focus a vision for a new public art gallery through the preliminary environment scan and the recommendations from Lord Cultural Resources that come out of our community consultations. This work demonstrates the value of the City's investment in the

process of planning for a successful and sustainable future public art gallery. This work also points to next steps along the path in achieving this goal.

Therefore, we suggest the following deliverables can be expected in 2023 with the second year of investment from the City of St. Catharines:

City of St. Catharines Early Stage Investment in Development of Public Art Gallery - Deliverables and Allocation of Expense					
<i>Deliverables</i>	2022	<i>Deliverables</i>	2023	<i>Deliverables</i>	2024
Community & Stakeholder consultation - vision & market assessment	\$20,000	Begin feasibility study - it will span 23/24 and be funded in part by PCH	\$10,000	Feasibility Study Completed	\$20,000
Strategic Planning process and comprehensive Strategic Plan	\$30,000	Collaboration development	\$15,000	Collaboration development and negotiation	\$20,000
		Comparative analysis, expansion of environmental scan	\$40,000	Begin Master Plan with support from PCH	\$30,000
Staff (30% of Executive Director)	\$25,000	Staff (40% of Executive Director)	\$35,000	Staff (50% of Executive Director and administrator)	\$55,000
	\$75,000		\$100,000		\$125,000

Rodman Art Institute of Niagara

PRELIMINARY ENVIRONMENTAL SCAN: NIAGARA ART ECOSYSTEM

In 2022 Rodman Art Institution conducted a preliminary environmental scan meant to:

- map key cultural institutions and organizations that do currently or have potential to present or support the visual arts in the region
- provide an assessment of gaps and opportunities to celebrate and nurture the visual arts in Niagara.

The data associated with this mapping is contained in the accompanying chart in Appendix A. It collects and compares information on arts and cultural entities across Niagara organized according to the following categories:

- a) Public Art Galleries/Museums
- b) Cultural Organizations that Engage Visual Arts
- c) Historical and Hybrid Museums¹
- d) Culture Institutions presenting art as a secondary activity

This mapping ascribes and distinguishes the following within this arts ecosystem:

- a) Collection (art, other)
- b) Canadian Heritage Designation related to capacity to protect Canadian Cultural Properties
- c) Approach to Exhibitions (invited/curated, juried, other, and occasional;
- d) Provision of education services (formal or informal)
- e) Provision of services to artists and/or visitors.

The purpose of this mapping is to provide a comparative overview of the ecosystem within which Rodman Art Institute of Niagara can be expected to fit and complement.

Such an inventory of the array of infrastructural components for the visual arts in the region helps to identify differences between the mandates and capacities of various entities and thus identify gaps and opportunities that will enable a more robust and healthier art ecosystem for Niagara as Rodman Art Institution of Niagara seeks to consider how a new public art gallery can be most effective.

1. Art Collection

Among the six presenters of visual arts in the region (Category A) three are responsible for art collections and therefore have relatively highly developed facilities for collection storage and display. Rodman's collection contains a significant proportion of certified cultural

¹ Hybrid Museums are those that may supplement their offerings with presentation of art, online or experiential activities or may also operate as a cultural centre.

property² (20%) for which the highest level of care is required. This art collection is the most expansive in the region including historic, modern, and contemporary works by leading artists of the region, the province, and Canada. Other galleries in the region with collections are more specialized. Only the relatively small (approximately 2000 sq. ft.) Grimsby Public Art Gallery has the capacity to display certified cultural property and is designated Class A by Canadian Heritage. Hence there is a significant gap in the region for a facility to store a major art collection under necessary conditions (climate control) and to display it at the highest standards.

2. Exhibitions

Each of the six galleries dedicated to the presentation of art listed in Category A offer support for exhibitions, education and varied artist and visitor services. These include exhibitions variously selected by curators, juries or other; classes, workshops, or lectures; and services for artists (studios, critiques, workspace) or for visitors (interpretative materials, lectures, panels, residencies, and meeting space).

A hallmark of a public art gallery is the capacity to present a well-rounded program of curated exhibitions that presents and interprets the works in the collection or of invited professional contemporary artists with significant records of achievement. Exhibitions are developed to explore timely and enduring themes and are typically accompanied by community outreach such as interpretative materials, artist talks, tours, workshops. This Curatorial approach to exhibits is what sets a public art gallery/museum apart from a civic or community gallery that is meant to support both aspiring and practicing artists. These galleries select individual shows through membership or jury panels. Artist-run centres are distinct for their focus on emerging and experimental art production where risk-taking is most highly valued. Only RiverBrink Art Gallery and Grimsby Public Art Gallery provide a program of invited, curated exhibitions. These are both relatively small institutions and do not offer the kind of scope that a major, public art gallery can provide for the region of this size and diversity. Only Grimsby Public Art Gallery - a civic gallery for the town of Grimsby -- is designated by Canadian Heritage as class A and is therefore the only gallery that can display certified Cultural Property.

Niagara is unique among Ontario regions for its failure to support a full-scale public art gallery capable of operating as the next tier below a provincial art gallery such as the Art Gallery of Ontario. It is at this regional level that deserving professional artists in the region can expect curatorial attention that shapes the exhibition of large bodies of work and accompanies these with essays and printed catalogues that interpret and document such an artist's work for posterity. This depth of consideration is critical to bringing artists in mid-career to the notice of provincial, national, and even international galleries. In addition, a fully formed regional public art gallery will bring the work of leading artists from outside the region or province to

² Certified Cultural Property is property that has been determined and certified by the Canadian Cultural Property Export Review Board to be of "outstanding significance and national importance" to Canada. Special incentives have been created to encourage Canadians to keep Certified Cultural Property in Canada.

local notice, thus extending the capacity in our region for understanding important trends in art.

The region offers many potential venues for small exhibitions in spaces that do not meet art museum standards but are accessible to the public. These alternative venues might include institutions and public spaces such as theatres, cultural centres, and historical museums. It is possible for a nascent new public art gallery to plan and facilitate exhibitions and creative programs in such venues in advance of developing a new purpose-built facility. Moreover, once an anchor public art gallery is established collaboration or centrally shared services with such venues can become a defining feature. However, it is unlikely that such spaces will meet the criteria (insurance and federal government) for the display of valuable work or certified cultural properties.

We would be remiss in not mentioning the role of commercial art galleries in the Niagara art ecosystem. We have not itemized this type of visual arts venue in the chart provided in Appendix B. This is largely because for-profit art galleries are few and far between in the region and their commercial viability is paramount. In many cases this type of gallery is precarious. TAG Art Gallery which has been a long-standing small private art gallery has recently closed. However, it is especially notable that 13th St. Gallery is thriving. Located outside any city and co-located with a popular winery, this ambitious gallery has become a destination for visitors to the region. The owner of this gallery has been very community spirited in his featuring of the work of notable local artists in the community and beyond. The gallery has hosted exhibitions by Brock University students.

3. Art Education

Niagara Falls Art Gallery has a well-established and structured education program primarily for children. This is offered in Niagara Falls and Welland and is independent of its exhibitions which are limited. On a smaller scale, GPAG has a developed program of classes and workshops that are also independent of exhibition programming. The Pumphouse Gallery offers classes and informal workshops and events designed to engage community – especially adults -- in art. RiverBrink Art Museum offers periodic lectures, events and workshops primarily focused on adults.

MIWSFPA Gallery is homed in a postsecondary institution and is therefore surrounded by a highly specific educational milieu aimed at Brock University students.

The Niagara Artists Centre whose focus is exhibitions of emerging and experimental art practices and service to artists, is less focused on education – though they offer workshops, talks and lectures from time to time.

The Willow Art Community provides a well-developed program of classes, studios and workshops related primarily to music and visual art for people living with mental health challenges and addiction. Their programs are offered in St. Catharines where they rent space in a local church. These programs could be hosted or supported by a robust public art gallery with studios for the community.

Youth (e.g. teens and young people) are to some extent left out of this picture. This is a gap that could be filled by thoughtfully designed programs at a gallery studio or even offered through schools.

The City of St. Catharines does not offer on any systematic basic art education programs for the community. There is no established program of art education for children, youth and adults in the region that is closely linked to a collection or an exhibition program that can be adapted for all ages. It is this kind of relational education programming that a fully-formed public art gallery can effectively deliver.

4. Services to Artists and Visitors

Artist Centres like the Pumphouse and Niagara Artists Centre are primarily focused on the needs of local artists. These institutions provide a locus for direct engagement and a nurturance of community that is indispensable. A regional public art gallery can serve artists in a different way – by directing curatorial attention and analysis to artists whose practices are professional and highly developed. This can also happen through studio visits, informal exchange amongst artists, critics and curators that facilitate growth in the sophistication of artistic practices.

It would be a mistake not to consider the need to cultivate deeper understanding within the broader community of the full spectrum of art expression and to encourage the collection of art. This part of the ecosystem depends to a large extent upon a robust public art gallery and the thorough-going approach it takes to exhibitions and community outreach. That is not to say that other types of galleries do not also nurture deeper appreciation of art. It is indeed incumbent on the entire ecosystem to do this. However, there are always individuals in the community who are exceptionally curious or who may aspire to build their own art collections that need support and opportunities that can be provided in a wide variety of ways through a new, ambitious public art gallery.

While we could not map soon-to-be established ‘culture hubs’ in Niagara Falls and hopefully in St. Catharines, the emergence of Culture Hubs across Canada is demonstrating how valuable production, meeting and rehearsal space can be for production by performing, visual and craft artists. Niagara Falls is currently constructing such a facility that will house a community gallery, studios, maker space and a farmers’ market. A similar multi-disciplinary cultural hub project focused on creative production is being envisioned for St. Catharines. This trend does suggest that a public art gallery need not provide production facilities for artists but could do so to directly serve education and residency programs. There is a case to be made for an artist residency program focused on the visual arts and facilitated through a public art gallery that could generate artistic creation aligned with exhibitions and community engagement activities.

Conclusions: A well-balanced cultural ecosystem

Niagara has a strong performing arts sector that is well served by theatre companies, performing venues in a variety to scales and in the near future new Cultural Hubs will provide places for rehearsal and production development. Music too enjoys a plethora of venues and stages from cafes and clubs to publicly supported performing venues that bring large audiences and ticket sales.

The same is not true for the visual arts where a scattering of small-scale public and private art galleries, artists centres, historic museums and other multi-purpose venues like cafes, libraries, theatre lobbies and tourist attractions must suffice to bring the experience of art to the public. A purposefully developed public art gallery can re-calibrate the region's art ecosystem so that the visual arts are in balance with the performing arts. A new public art gallery can provide a focal point(s) for the visual arts and may even be able to create new forms of linkage for visual arts across the region. Niagara can be a powerhouse of visual arts and culture; able to significantly contribute to the economy by way of complementarity with the larger ecosystem of entertainment, food and beverage, and tourism.

More Analysis is Needed

A feasibility Study which we anticipate will be the next step in the process of planning a future public art gallery can be funded by Canadian Heritage. It would ideally be accompanied by an extended environment scan of this and other regions – both nationally and globally -- that use a regional or distributed approach to a public art gallery and may also feature a better balance in cultural dynamics. Such a scan of how other places build healthy cultural -- and by extension economic -- ecosystems will necessarily inform how we come to see the viability of a public art gallery for Niagara.

ECOSYSTEM OF NIAGARA GALLERIES, MUSEUMS, ORGANIZATIONS AND PRESENTERS RELATED TO THE VISUAL ARTS																
TYPE	INSTITUTION/ORGANIZATION	Website	Collecting		Designation	Art Exhibitions				Affiliation			Services			
			Art	Other		Class A	Invited Curated Exhibitions	Juried	Other	Occasional	Independent	Civic or municipal	Postsecondary	Education Program	Informal Education	Artists support
Public Art Galleries/Museums																
	Niagara Falls Art Gallery/Art Gallery of Welland/Niagara Childrens Museum	https://www.niagarafallsartgallery.ca/	X				X	X			X		X			
	RiverBrink Art Museum	https://www.riverbrink.org/	X				X			X				X		X
	Grimsby Public Art Gallery	https://www.grimsby.ca/en/parks-recreation-culture/art-gallery.aspx	X		X	X					X		X			X
	Niagaraa Pumphouse Arts Centre	https://niagarapumphouse.ca/					X	X		X				X	X	
	Niagara Artists Centre	niagara artists centre					X	X						X	X	X
	Marilyn I. Walker School of Fine and Performing Arts Gallery	https://brocku.ca/miwsfpa/visual-arts/visual-arts-gallery/					X	X					X		X	
Cultural Organizations that Engage Visual Arts																
	The Willow Arts Community	https://thewillowcommunity.com/								X	X			X		
	Welland Creatives Network	https://www.facebook.com/wellandcreativesnetwork/								X	X				X	X
	St. Catharines Art Association	https://stcatharinesart.com/								X	X					X
	Parkway Artists Guild	https://parkwayartistsguild.ca/								X	X					X
	Queen St. Artist Group (Niagara Falls)	https://queenstreetartists.ca/								X	X				X	X
	Niagara Falls Cultural Hub	https://nfexchange.ca/hub							X			X				X
	St.CatharinesCultural Hub (not yet established but planned)									X						X
Historical and Hybrid Museums																
	St. Catharines Museum and Welland Canal Centre	https://www.stcatharines.ca/en/arts-culture-and-events/st-catharines-museum-and-welland-canals-centre.aspx		X								X			X	
	Niagara Falls Museum	https://nfexchange.ca/museum		X			X					X			X	
	Niagara-on-the-Lake Museum	https://www.notlmuseum.ca/		X								X			X	
	Frot Erie Historical Museum	https://www.forterie.ca/pages/Museum		X								X			X	
	Grimsby Museum	https://www.grimsby.ca/en/parks-recreation-culture/museum.aspx?gclid=EAlalQobChMIk7Pjh5Dt-gIVuv3jBx33DwXMEAAAYASAAEgKcFD_BwE		X								X			X	
	Lincoln Museum and Cultural Centre	https://lincolnmuseum.ca/		X			X					X			X	
	Mackenzie Printery and Newspaper Museum	https://mackenzieprintery.org/		X						X					X	
	Port Colborne Historical and Marine Museum	https://www.portcolborne.ca/en/recreation-and-leisure/historical-and-marine-museum.aspx		X								X			X	
	Welland Historical Museum	https://www.wellandmuseum.ca/		X						X					X	
CultuRe Institutions and Organizations Ppresenting Art - as secondary activity																
	St. Catharines Department of Community, Recreation and Culture Services	https://www.stcatharines.ca/en/council-and-administration/departments.aspx#Community-Recreation-and-Culture-Services						X		X		X				X
	St. Catharines Public Library	https://www.myscpil.ca/								X		X			X	
	Niagara Falls Public Library	https://my.nflibrary.ca/										X			X	
	Meridian Community Centre - Pelham	https://www.pelham.ca/en/recreation-and-leisure/meridian-community-centre.aspx							X	X		X			X	
	First Ontario Performing Arts Centre	https://www.firstontariopac.ca/Online/default.asp								X		X	X		X	
	Niagara Folk Arts Multicultural Centre	https://www.folk-arts.ca/								X		X		X		
	Shaw Festival	https://www.shawfest.com/									X				X	
	Niagara Centre for the Arts - Niagara Falls	http://theatre.niagaracentreforarts.com/										X				
	Niagara Parks Commission	https://www.niagaraparks.com/									X				X	
	Roselawn Theatre - Port Colborne	https://www.portcolborne.ca/en/recreation-and-leisure/roselawn.aspx										X				
	Fort Erie Native Friendship Centre	https://www.fenfc.org/								X	X				X	



REPORT ON COMMUNITY CONSULTATIONS

Purpose of this report:

To report on community need, involvement, support, and future directions for Rodman Art Institute of Niagara (RAIN), and its 1000-piece collection, based on a series of community engagement studies.

Brief History of Rodman Art Institute of Niagara

Rodman Art Institute of Niagara is a registered charity committed to advancing the public's appreciation of the arts by caring for the community's art collection and providing a vibrant platform for the visual arts and creative experiences.

Rodman Art Institute of Niagara is building on the legacy of Rodman Hall Art Centre which was established in 1960 as the region's premier public art gallery with significant collection of over 1000 works of art. The Rodman Art Collection is comprised of paintings, prints, drawings, sculptures, videos and suites and series of works by hundreds of artists spanning more than 200 years. It is a compelling record of artistic expression, collecting and philanthropy in Canada and Niagara.

Goals

- Create a new public art gallery where the community can engage with the Rodman art collection and work from leading artists from our region and around the country.
- Enhance the Niagara arts ecosystem through consultation and collaboration
- Build community vision, capacity and means to sustain a new public art gallery
- Collaborate with individuals, governments, institutions, and private-sector partners to create new arts infrastructure and support ambitious programs and activities.

Summary of Consultation Process and Community Sentiment

Over the past year Rodman Art Institute of Niagara guided by Lord Culture Resources heard from stakeholder organizations, community and civic leaders, and the public in the Niagara region through one-on-one meetings, public meetings, and in response to a widely circulated online survey.

These Consultations used three distinct means to gather information:

- Online Survey (154 returned)
- Targeted Interviews (40 interviews with other organizations, community leaders, and city/regional councillors)
- Public Meetings (3 meetings with a total of 50 attendees)
 - First Meeting: September 13th at 6:30 pm via Zoom 17 attendees
 - Second Meeting: September 28th at 6:30 pm at the Bank Arts House, Welland, ON 11 attendees
 - Third Meeting: October 1st 11 am at The Salem Chapel, St. Catharines, ON 22 attendees

As a result, we have found five main themes in community sentiment:

- re-establish a public art gallery;
- explore the potential for multiple platforms/venues for the collection;
- support the existing cultural ecosystem;
- ensure access to the collection as soon as possible; and
- develop the collection and programming that reflects the community and use the collection for learning and formal education.

RECOMMENDATIONS FROM LORD CULTURAL RESOURCES

The consultants were impressed by the passion for art and for the communities of the Niagara region revealed in these in-person discussions summarized below.

Based on this input Lord Cultural Resources makes the following recommendations followed by a summary of the discussion and direct quotations from our recordings of the events. These direct quotations are as inspired as they are insightful.

RECOMMENDATION 1: While the new Gallery will likely require a central location to properly store and conserve the collection, it should be planned on a hub and spoke model in order to bring the art experience to the entire Niagara region. The Niagara region is large and diverse in geography with underdeveloped public transportation between communities. A “distributed regional art gallery” could be achieved by making upgrades to existing cultural spaces (eg museums, libraries, performing arts and community centres) in a number of centres so that many communities could also have the social and economic benefits that art brings. A planning study should be commissioned to evaluate sites, project attendance costs, and benefits.

RECOMMENDATION 2: Continue to invest in making the Rodman Collection accessible through digital media. Encourage partnerships with the digital communication organizations such as the colleges and universities as well as private sector to implement an exciting digital arts strategy.

RECOMMENDATION 3: Expand the collection and the RAIN activities to reflect all the people of the Niagara Region. There is a striking absence of artists of colour and indigenous artists in the collection. The collection needs to reflect new residents to the region and new forms of visual art. This type of expansion requires not only curatorial skill and sensitivity but also representation among the staff and Board that is reflective of the region’s diversity.

RECOMMENDATION 4: Engage youth starting now. The RAIN collection is unknown and has been hidden for a long time. Investing in learning opportunities and activities cannot wait for the ideal building. The opportunity to build momentum is now.

RECOMMENDATION 5: Art is part of the ecosystem of a healthy community. Art activities bring people together, create social cohesion, encourage investment in tourism and beautification, building confidence in the future. The visual arts ecosystem includes robust organizations such as the Niagara Artists Centre, The Niagara Pumphouse Art Centre and RiverBrink Art Museum. For artists to grow and develop, there needs to be a larger number of professionally curated spaces in which to exhibit. Funding bodies like the Canada Council and the Ontario Arts Council

require evidence that an artist has exhibited in professionally recognized space to qualify for grants. These grants help to cultivate the growth of arts districts and to build capacity in communities. To utilize the opportunities presented by existing art centres and the Rodman Hall collection will require collaboration among the many communities of the Niagara Region and coordination by Regional Government which has the resources to do so. The Niagara Region is the gateway to Ontario; it is the historic heartland of Ontario's industrial past and creative future – this can be the impact of the Rodman Hall Institute of Niagara.

Summary of Findings

1. Explore the potential for multiple platforms/venues for the collection or gallery

For those familiar with the Rodman collection, its pieces convey beauty, pride, and historic significance.

The collection is regarded as priceless and deserving of national recognition.

The primary focus and concern is to ensure this collection remains protected, while still visible and accessible across Niagara.

In the short term this would require building a network of partnerships, taking advantage of existing galleries, libraries, wineries, or tourism centres.

Each could then develop into permanent satellite sites.

In addition, temporary exhibits in public communal and civic spaces will target specific demographics and help create art-filled gathering spaces.

From pop-up sites to self-curated venues and institutions, the collection can be portable, flexible, and most importantly, it can be taken to the community.

A permanent multi-tiered anchor site would provide a cultural hub, careful protection for the artwork, commercial opportunities, and integrated art experiences.

And as the collection becomes associated with flexible and outdoor spaces, it will build on the brand of Niagara – adventurous, bold, inviting.

Quotes:

“Art is inclusive - we transformed a bank from a place of capitalism to a place of community.”

“A gallery is like an elevator, and it will take you to different places.”

“Curation needs to not only curate the art inside, but also to embrace the building outside.”

2. Support the existing cultural ecosystem

RAIN has the perfect opportunity to unite the entire Niagara community with its superb collection.

The lack of a public art gallery in all municipalities except Niagara Falls, has left many artists without a strong venue or network in which to exhibit or sell their works.

A temporary or permanent exhibition gallery would immediately activate the arts ecosystem and provide multiple focal points for artists.

A 'gallery' will present commercial opportunities as well as provide encouragement and stimulus to developing artists, ensuring a rich, diverse eco-system.

Working together with the Niagara Artists Centre in downtown St. Catharines, the RAIN will offer artists a launchpad from the NAC to Rodman.

Supporting economies in tourism, hospitality and the service industries reinforce the arts eco-system. Local bakeries, wineries and cafes all show increased consumer sales when they offer 'art' or music.

Pre-Covid statistics show that arts and culture in the Niagara Region generated an economic benefit of over \$270,000,000/annum to the region.¹

This is also an ideal time to develop multi-level government partnerships to support civic arts and cultural policies, as well as sustainable granting opportunities.

Wherever art is developed and presented, economic benefits arise, and the arts economy flourishes.

Quotes:

"We need an art supply store – put one in the gallery."

"Good community cultural practice is building for the good of all."

"Wouldn't hang it on my walls at home, but I'd pay to come to see it in a gallery."

3. Ensure access to collection asap - digital access and visibility of Rodman for the community

The Rodman collection has been out of the public gaze for too long, and many are not familiar with the collection.

Marketing the uniqueness of the collection is key to a renewed public appreciation and awareness of its significance.

Digitization is an ongoing process, although copyright laws are sometimes prohibitive.

However, the entire collection catalogue is now available on the RAIN website, with full tombstone data.

Digital replicas will increase the potential for safe temporary exhibits, various tour models, outdoor travelling exhibitions, and pop-up venues.

Twenty percent of the collection is considered 'cultural property' and tax benefits were received. These pieces need to be seen, enjoyed, and celebrated.

Digital tours, portability, and website accessibility will not only create immediate visibility for the entire collection, but also build an appetite and curiosity for the art.

This familiarity with the collection will enhance cultural pride and significant legacy building.

¹ Niagara Region (2013): www.Niagararegion.ca

Niagara Tourism (2017): www.Niagaracanada.com

Niagara Workforce Planning Board (2017): www.workforcecollective.ca

Quotes:

“Speak in the language of your audience – young people want a digital /screen experience.”

“Let’s jump on an Art Bus and take a digital tour around the region!”

“Quit thinking like teachers and start thinking like business people. Think Big!”

4. Develop the collection and programming that reflects the community

While the Rodman collection is highly regarded, the need for it to grow and reflect diversity is clear.

Actively seeking out and nurturing BIPOC artists is a priority. This must also include the reflecting the immigrant experience in Niagara.

Local artists throughout Niagara need exhibition spaces and marketing networks.

The challenge is to bring awareness of the RAIN to all these groups and creating opportunities for an open and diverse market.

A centrally located anchor space, with satellite sites, conveniently accessed via region-wide transit systems, is critical to building engagement within these communities.

Historically art museums have been perceived as elitist, but there is now a catalyst for cultural change.

The Rodman collection is superb, but it must grow and be a driver for the future development of the broader community needs.

The collection does in fact have to be all things to all people.

Quotes:

“The collection should be constantly changing, just like a living entity.”

“It makes sense a new art museum be located in downtown St. Catharines, historically, and due to its proximity to other arts organizations within the city core.”

“Make it a great place to spend the afternoon.”

5. Use the collection for learning & formal education (i.e. school visits and higher education)

Introducing early learning opportunities will build life-long engagement with the arts and help guide the evolution of RAIN to stay intrinsically tied to ‘community’.

An absence of ‘place’ will require school tours, workshops, and portable exhibits, utilizing digital and tactile experiences.

Artist residencies - with appropriate funding - will build the RAIN profile and provide exposure for local artists.

Location specific art education opportunities, complemented by family activities accessible for everyone, will create a sense of destination - something Rodman Hall provided.

Building these art experiences will help grow the sense of belonging across all communities.

For older students, geographic location will feature prominently, access to space and transit will determine their engagement.

The gallery and satellite sites can offer cyclical, flexible programming to incorporate youth 'arts hubs' with makerspaces, exhibition potential, and learning and mentorship opportunities with established artists.

Encouraging youth to become personally invested in RAIN will build networks and a sense of belonging, and ultimately, legacy.

Quotes:

"We are failing our youth – we must talk to them, attract and appeal to them."

"When kids fall in love with Rodman, the parents will join."

"Create a lightbox for students for their own works and exhibits."

source data: CONVERSATIONS WITH CULTURAL ORGANIZATIONS AND CIVIC LEADERS

Community organizations with whom we consulted generally expressed an interest in collaborating with Rodman Art Institute of Niagara to deliver educational programming to audiences of all ages. Multiple organizations in the region have offered up space for programming and exhibitions while Rodman Art Institute of Niagara works towards developing space. Below are selections of the findings from our conversations with cultural organizations and civic leaders.

Not all conversations have been detailed in this report however the general sentiment across the region is cultural organizations and civic leaders are supportive of Rodman's efforts and are willing to assist with developing and delivering programming as we work towards re-establishing. Table 1 (below) outlines the cultural organizations and civic leaders the Rodman Team met with over the course of the consultations.

BME Church (Salem Chapel)

Rochelle Bush an historian with the church indicated that the Salem Chapel is underfunded with a very small core of members. Nevertheless, they are open to partnering and working with Rodman on areas of common interest.

Niagara Parks Commission

This agency of the Provincial government is interested in collaborating with Rodman on ways to use art consistent with their mandate. A meeting and site visit with senior NPC staff to the Botanical Gardens revealed a variety of spaces that could be animated with art installs/exhibitions. The recent NPC master plan has set children's experiences and programming as a priority for renovations. The NPC curator could support developments pertaining to art. We expressed interest in being considered as a potential collaborator in development of two surplus power generation buildings for which the NPC is currently seeking partnerships.

St. Catharines Public Library

Collaborations and hosting of programming in Library spaces was explored and welcomed by CEO Qingyi (Ken) Su. Like Brock University, Rodman could offer events and lectures that focus on the collection. A children's art education program could be developed with the understanding that activities offered through the library must be free of charge. The library catalogue is linked to St. Catharines Museum collection database and a similar connection may be established for Rodman. Successful collaboration with the library requires sustainable funding for its core activities.

FirstOntario Performing Arts Centre

CEO Colleen Smith is supportive of Rodman's endeavours and indicated that opportunities abound for such things as pop-up exhibitions or more permanent installation of works from the collection. All art currently on display in FOPAC is from the City of St. Catharine's collection but they are open to organizing rotating exhibitions and sharing the exhibition space with Rodman. Future discussions might include advice surrounding FOPAC operation and insights into working with the City of St. Catharines.

RiverBrink Art Museum

Director/Curator Debra Antoncic believes that St. Catharines needs a public art gallery. RiverBrink will support Rodman in whatever way it can, including potential options to show the Rodman collection at RiverBrink and collaborate on programming. She advised us that many still do not know the status of Rodman and stronger communications would help remedy this.

Niagara Regional Native Centre

The staff members at the NRNC, which provides social services to the native community, were not familiar with Rodman or its history. We discussed common interests and how we might engage their participation in our planning. They are open to future collaborative programming that responds to the needs of their communities.

Niagara College

A preliminary conversation about partnerships for co-ops, internships, and work integrated programming for Niagara College students was had with Dina Fox, Director of Engagement, Advising and Career Services. Rodman team will connect with the Associate Dean for Business and Management studies to continue to explore options for collaborations/education for students.

Brock MIWSFPA

Department of Visual Arts Chair, Amy Friend noted that faculty and students are eager to re-establish a relationship with Rodman to enhance student experience and learning. The department is willing to share space and resources with Rodman to support programming until permanent facilities are established. Summer camps in the MIWSFPA building were suggested. They recommended Rodman consult with students on their expectations for a future public art gallery.

Willow Arts Community

Founder and Director Shauna MacLeod is supportive of Rodman's efforts and is willing to collaborate on programming that is accessible to those who participate with the Willow Arts Community's programming. More detailed options can be explored when we are ready. She stressed the need for art programming that is exciting and approachable for all community members and available to those without financial means. Shauna cautioned that there are many hurt feelings and frayed emotions surrounding the loss of the Rodman Hall Art Centre and we should keep that in mind when communicating news and updates and engaging the community.

St. Catharines Downtown Association

Rodman's team was invited to the Downtown Association's board meeting to introduce our initiative including near- and long-term goals. The downtown association is willing to collaborate with the Rodman team for programming and events in the downtown core.

Table 1: Individuals and Organizations Consulted

Name	Organization	Date Contacted
John Mann	13th St Winery	Spring 2022
Glenn Barr	Better Neighbourhoods	Summer 2022
Natasha Bell	BlackOwned905	Summer 2022
Rochelle Bush	BME/Salem Chapel	Spring 2022
Kate Leathers	Carousel Players	Summer/Fall 2022
Lori Littleton	Councillor	Summer 2022
Kevin Townsend	Councillor	Summer 2022
Robin McPherson	Councillor	Summer 2022
Bill Phillips	Councillor	Summer 2022
Carlos Garcia	Councillor	Summer 2022
Bruce Williamson	Councillor	Summer 2022
Jennifer Mooradian	Council Candidate	Summer 2022
Tom Neale	Council Candidate	Summer 2022
Dave White	Council Candidate	Summer 2022
Caleb Ratzlaff	Council Candidate	Summer 2022
Jonathan Belgrave	Council Candidate	Fall 2022
Steve Wojciechowski	Council Candidate	Fall 2022
Art Ellis	Developer/Former Rodman Hall Board Member	Spring 2022
Colleen Smith	FOPAC	Summer 2022
Alexandra Hartstone & Sandra Mercuri	Grimsby Art Gallery	Summer 2022
Frank Rupcic	Innovate Niagara/Public Art Database	Summer/Fall 2022
Jasmine Proteau	Lincoln Museum	Fall 2022
Sandy Middleton	Local Artist	Summer 2022
Amy Friend/Donna Akrey	MIWSFPA/Brock University	Summer/Fall 2022
Stephen Remus	NAC	Winter/Spring 2022
Jennie Stevens	NDP	Spring/Summer 2022
Dina Fox	Niagara College	Summer/Fall 2022
Emily Kovacs	Niagara Folk Arts Multicultural Centre	Spring 2022

Kim Viney, Steve Barnhart	Niagara Parks Commission – Zoom Call	Summer 2022
Kim Viney, Steve Barnhart, Charles Hunter, Jessie Bond	Niagara Parks Commission – Site Visit	Summer 2022
Joe Henriques	Niagara Region Culture Committee	Fall 2022
Jessica Riel-Johns & Dawn Moughtin	Niagara Regional Native Centre	Summer 2022
Carla Chambers	Performing Artist	Summer 2022
Beatrice Ombuki-Berman	Professor Dept. of Computer Science Brock U	Summer 2022
Haley Bateman	Regional Councillor	Fall 2022
Marian Bannerman	Regional Councillor	Spring/Summer/Fall 2022
Mat Siscoe	Regional Councillor/Mayoral Candidate	Summer 2022
Debra Antonic	RiverBrink Art Museum	Summer 2022
Ken & Rina	St Catharines Library	Summer 2022
All Members in Attendance of Monthly Meeting	St. Catharines Art Association	Fall 2022
Rachel Braithwaite & Board	St. Catharines Downtown Association	Summer 2022
Andrew Humeniuk	The Brown Homestead	Fall 2022
Bart Gazzola & Holly Treddenick	Welland Creatives Network	Summer/Fall 2022
Shauna MacLeod	Willow Arts Community	Spring 2022

source data: ONLINE SURVEY

The following four questions were circulated in a survey to the community between August 2022 and October 2022:

1. Did you engage with Rodman Hall Art Centre in the past 20 years?
2. Do you support arts organizations in the region?
3. What would you like to see a newly established art museum do for the communities in the Niagara Region?
4. Do you have any advice for us as we move forward?

154 survey responses from community members and organizations throughout the region were received. 70% of respondents are from St. Catharines, the other 30% are from the Niagara region: Fonthill, NOTL, Grimsby, Thorold, Welland, Vineland, Lincoln, Pelland, Niagara Falls, Wainfleet, and Port Colborne.

Survey results indicate the community has a keen interest in the collection and would like to see a newly established public art gallery/museum provide a variety of programming that addresses the needs of community members. Requests to represent and provide a platform for local, regional, national, and international contemporary art.

Generally, respondents spoke of their desire to have an accessible and diverse public art gallery that is welcoming to all, not just those who have an in-depth understanding of the visual arts. There were calls for:

- programming that connects students of all ages to the collection and gallery operations.
 - art camps and workshops such as those that Rodman Hall Art Centre ran.
 - accessible gallery that displays the collection regularly while also providing opportunities for local artists to display their works.
 - kids educational programming either through strategic partnerships with other organizations or through elementary and high schools in the region.
 - education opportunities to Brock Visual Arts students.
 - tap into the Niagara tourism industry to increase engagement and make St. Catharines a tourist destination.
 - desire for the gallery to be downtown St. Catharines so it is easy to access.
- “St. Catharines is central as the largest city in the Region, so makes sense that a new art museum be located in this city, within the city core more or less in reasonable proximity to other, existing arts scenes. A core St. Catharines location would (in theory, at least) remind the wider public of a collection that had its origins in this city with a long historical present and standing here (Rodman Hall past).”
- continue outreach to communities in the region that do not have galleries, and to create pop ups throughout the region to support diverse communities while we are without a central location.

What would you like to see a newly established art museum do for the communities in the Niagara Region?

- intertwine culture and history with art
- give us a picture of how we came to this place in time and explore the future as well.
- build on the programs that Rodman Hall had and add additional ones
- expand the reach of art into our schools, our regional community, and beyond.
- Outreach to local libraries or other locations through lectures or classes that can reach wider audience.
- bring a focus to Niagara artists from a variety of cultures.
- Perhaps satellite exhibits in the various communities in Niagara.
- Maintain the legacy of Rodman Hall's excellent reputation in Ontario and beyond that led some of Canada's leading artists to show here.
- give the Niagara community access to historical and contemporary art.
- Cities smaller than St. Catharines have exciting galleries with collections and attract the best work by the best artists, and it is a huge benefit to their surrounding communities.
- We simply must have a regional gallery.
- Brock visual art students need this resource as well.
- Celebrate and recognize the efforts of local artists.
- Preserve local cultural investments.
- Advocate for legacy and maintenance of cultural investments.
- Instill and inspire youth and future generations.
- Centrally located, easily accessible, appealing architecture (modern or historic),
- exhibit Rodman Hall's collection,
- exhibit work of local artists as well as Canadian artists (current or past)
- exhibit art of past eras in an educational manner (provide lectures or docents),
- provide classes for children,
- provide meeting space for non-profit community groups (to encourage traffic),
- organize educational events for children during pd days, school breaks, summer,
- continue tradition of outdoor sculpture.
- visual arts programming that is both regional and international in scope.
- outreach should be embedded in programs.
- Invite consultation from Indigenous community members.
- be progressive in its approach
- bridge with schools/universities for collaborative education.
- introduce the region to artistic works from other museums, galleries, places
- associate Niagara's international brand name with relevant, poignant, artistic works
- provide artists with a fair platform to sell or lend art locally and internationally
- work with local colleges and universities to teach and provide experience in museum sciences, art restoration, exhibition

- be a catalyst to the creative cluster by providing a place for the creative cluster to gather and exchange ideas about architecture, urban design, landscape architecture, public art, as well as fine art; provide residency to select artists.

Do you have any advice for us as we move forward?

- establish and promote a museum and collection that is not perceived as just for an elite and scholarly audience.
- Do not be a place set apart and not relevant to everyday life.
- seek the support of the people of St. Catharines,
- keep the collection in St. Catharines.
- have good, interactive online presence
- host events in various communities and find ways to engage the Niagara arts community. opening doors to artists throughout all the communities in Niagara.
- ensure viability of the museum with strong commitments from government and communities
- be public focused and not just artist focused.
- don't isolate visual art.
- Embrace both fine art and craft.
- integrate art into the Niagara story, past, present and future.
- more outreach on art education
- demonstrate the benefits of art for the vast majority of people outside of the art sphere who don't know what that is.
- be open, diverse.
- don't focus on a new building. Use an empty downtown building. Make it unique, special, perfect. Art is gutsy, not clean...
- make sure the Art Gallery is right downtown like the PAC, supporting the businesses all around it.
- make it accessible for those that don't drive
- school trips would also benefit having a local, accessible gallery.
- space for artists and art lovers in the region to come together.
- look to other municipal original spaces in Ontario
- seek advice, guidance and ideas for how this new NIAGARA gallery should look feel and breathe.
- prioritize diverse community programming, the exhibiting of local artists, the development of a permanent collection, and open, accessible arts experiences for everyone in the area.
- keep it centrally located, and conveniently accessed by transit to make it more accessible.

source data: PUBLIC MEETINGS

Questions Asked

- How can this collection benefit our community?
- What kind of gallery should conserve and display the collection?
- What activities of a future gallery would contribute to community well-being?
- How can a gallery contribute to a sustainable arts economy in Niagara?

A sample of responses to these:

Connect the collection to tourism in the region to capture audiences already visiting or to provide another reason for visitors to come to the region.

Use the collection for education to elementary up to post-secondary students including school visits and as a resource for children's education.

Build excitement around the collection – it can be open and inviting and reflect the way the community is changing.

Provide open access to the collection for the community through display because display creates appreciation.

Determine what the gaps in the collection are.

The collection serves as a touchstone with the opportunity for us to appreciate or question its contents.

Recognize the geography of the Niagara region with many different municipalities.

Understand that many people do not often travel outside of their municipality.

Explore opportunities to display pieces from the collection in multiple locations, utilizing community spaces to increase access.

Bring the collection out of storage and make it accessible to the public soon.

Don't wait for a new building, utilize partnerships with other cultural organizations and businesses (like wineries) to increase access and public interest.

Overall, all three meetings saw community members speak about how the collection is the real driver of Rodman Art Institute of Niagara and if we want to ensure the collection is accessible to the whole region, we should explore multiple venues throughout the region and think outside of the box when planning for a new building.

There were multiple requests to continue the children's programming that Rodman Hall had previously offered as the best way to ensure long term patronage and stability for Rodman is to engage youth - engagement when they are young will ensure they grow up connected to the arts and culture. To engage older audiences outside of the arts and culture, one participant suggested hosting a variety of events, these events will bring in new and diverse crowds and help them to develop a taste for and interest in the arts.

As discussed above, the attitude in the region is they are not willing to travel as it is difficult to get around, especially by public transit. Explore spaces of opportunity throughout the region. You want to have several sites acting as focal points – sites that people want to go to or sites that people already gather at.