

Budget Overview

Agenda

- 1) Relationship Agreement
- 2) Budget Timeline
- 3) Operational Budget Overview:
Expenditures, Revenues, City Contribution
- 4) 2020 Considerations/Additions
- 5) Capital Budget & Challenges
- 6) Priorities 2020

Relationship Agreement

- The Relationship agreement outlines “The Board shall be the owner and operator of the PAC Business, and shall be solely responsible for the administration of the FirstOntario Performing Arts Centre and the PAC Business”, including the budget.
- The budget is made up of an **OPERATING BUDGET** and a **CAPITAL BUDGET**
- **OPERATING BUDGET** - the day to day management of the organization. (includes PAC revenues, expenditures and the *City Contribution*).
- **CAPITAL BUDGET** - the venue’s physical assets and equipment over time (responsibility of the City - Capital Asset Plan)
- **PAC Reserves:** funding the cost of replacements, planned renewals and special projects
PAC Capital reserve; PAC Equipment reserve; PAC Sustainability Reserve

Budget Timeline

Timeline: January to December

Process:

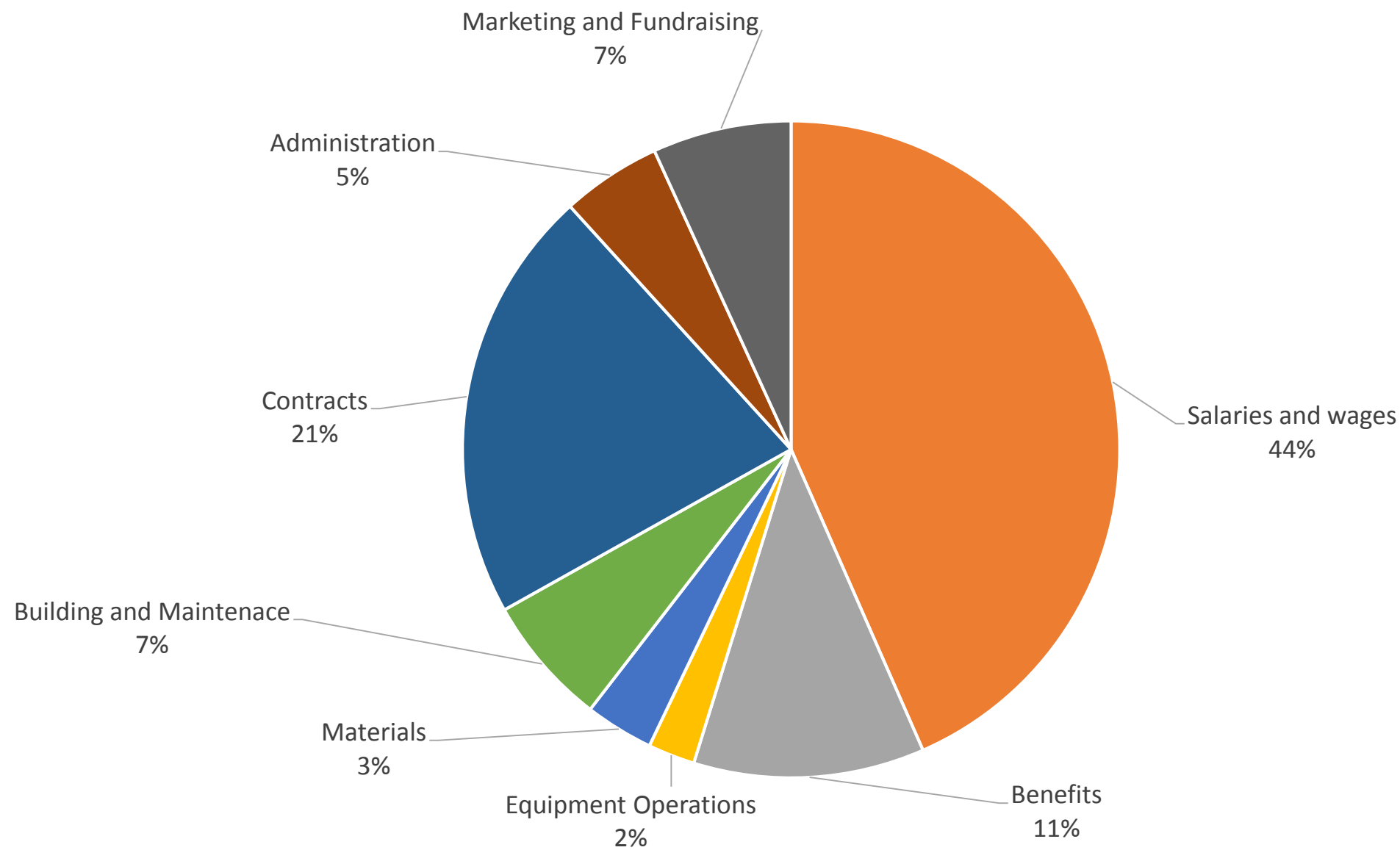
- The Budget Standing Committee is a committee of council that meets regularly throughout the year
- Quarterly budget projections and variances are reviewed/approved and then brought to council for final approval
- Finalize 2020 PAC Budget **Oct 17 Board Meeting**
- Board to present the budget to the City's Budget Standing Committee: **October 28**
- **December 2:** draft 2020 budget tabled
- **Dec 16/17:** 2020 budget night for City Council

Operational Budget – Overview

	2019 Budget	2018 Budget	2018 Actuals	2017 Budget	2017 Actuals	2016 Budget	2016 Actual
Revenue	4,066,698	3,869,606	3,927,849	3,819,378	3,814,720	4,040,245	3,608,066
Expenditures	5,558,399	5,331,108	5,377,777	5,329,987	5,239,172	5,303,677	4,937,493
City Contribution	1,491,700	1,461,502	1,449,928	1,510,609	1,424,451	1,263,432	1,329,427

The PAC annual operating budget is expected to be a Net Expenditure (i.e. expenses exceeding revenues) with this amount being funded by the City of St. Catharines.

2020 Operational Budget – Expenditures



Expenditures: Staff

PAC Dept.	Full time	Part-time	Total
Admin/Management	5		5
Programming & Marketing	6		6
Admin/Box Office	4	12	16
Operations	10	28	38
IATSE (Operations- union)		127*	127*
TOTAL STAFF			192

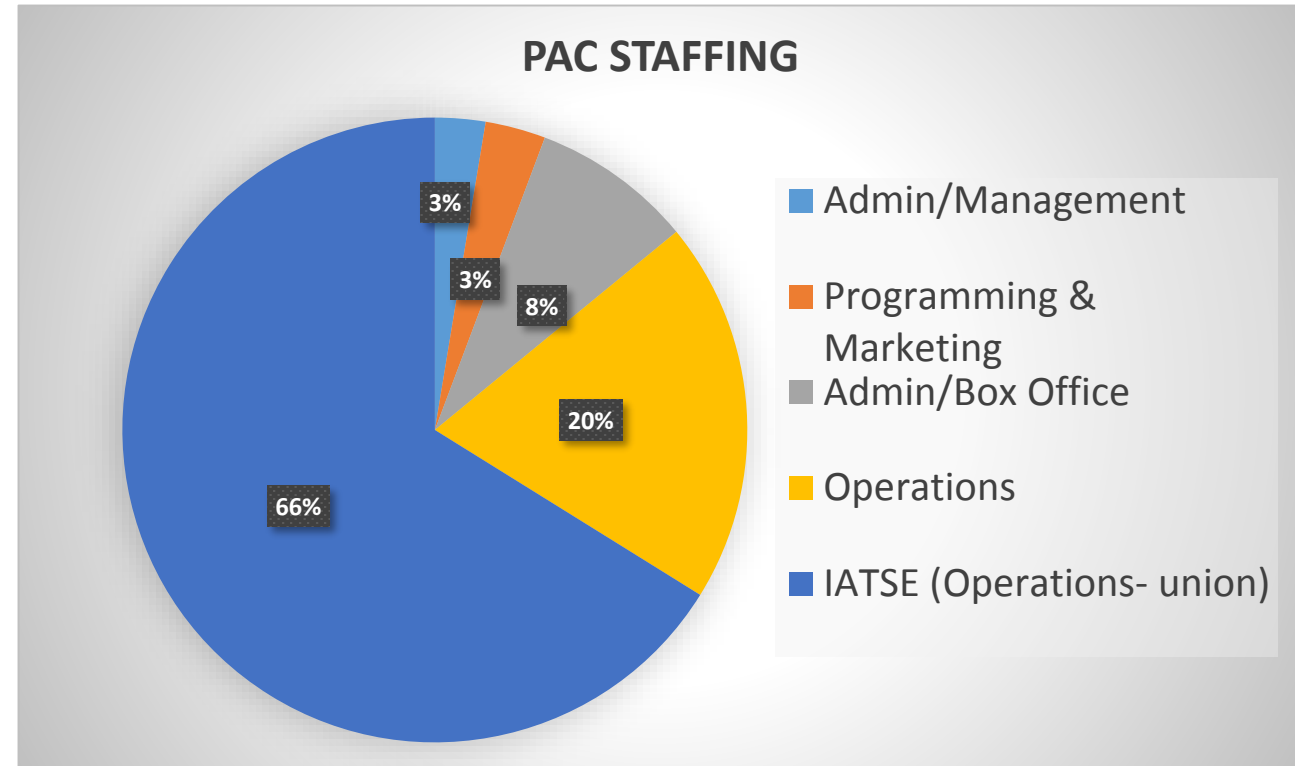
**PAC has a total pool of 127 IATSE crew on file.
of members are scheduled per event.*

TOTAL SCHEDULED IATSE HOURS:

2018: 9,112 hrs.

2019 – up to August 1: 7,900 hrs.

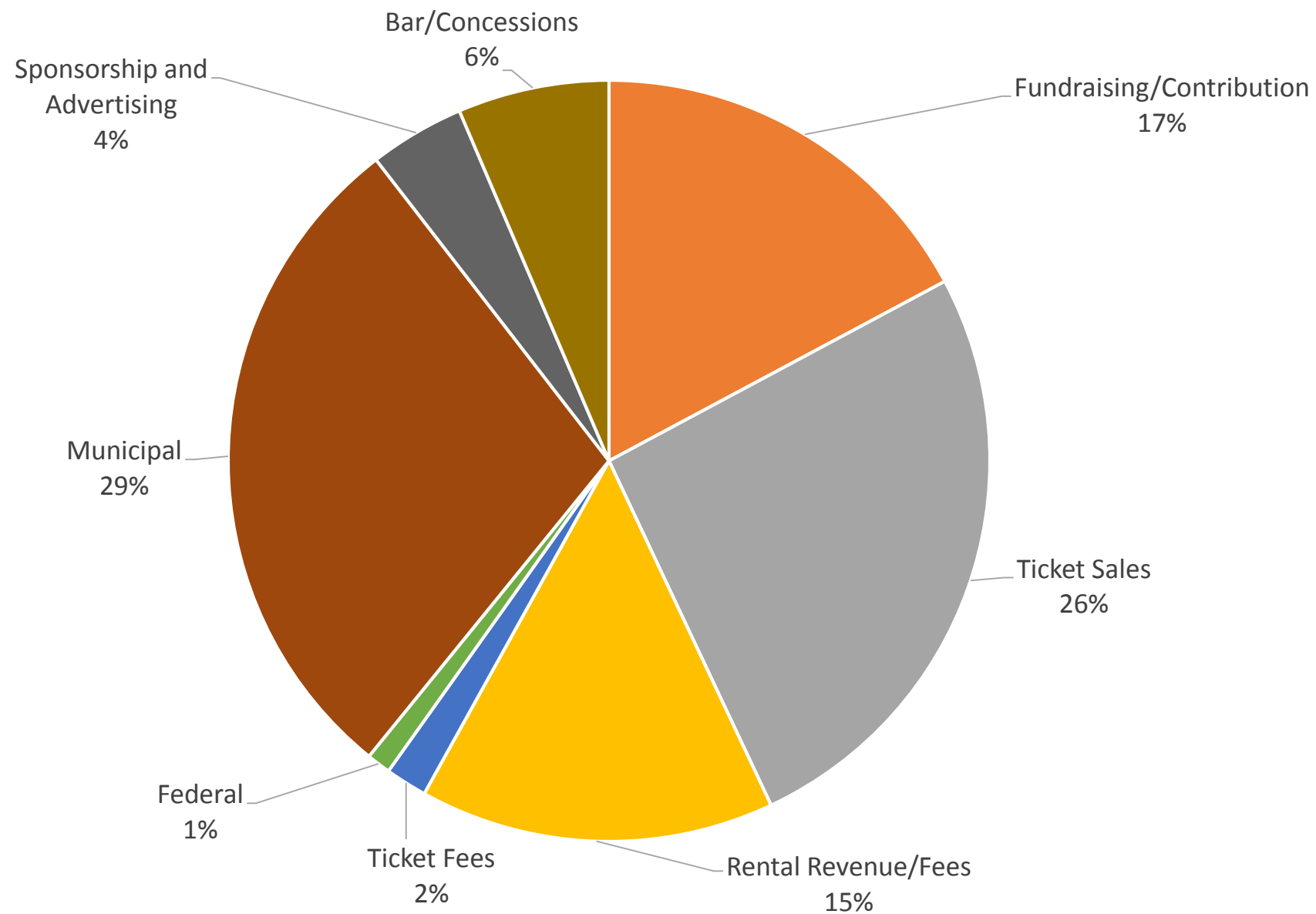
+ VOLUNTEERS: Pool of over 80



2020 Staff updates:

- 2 New FT staff (Human Resources and Film Programming)
- 2 summer programming/marketing students

2020 Operational Budget – Revenues



2020 Budget Considerations & Additions

PAC events and services have continued to increase year over year. Staffing numbers have not increased at the same rate.

Additional Staffing

- HR representative
- Film programmer
- PT Ops coordinator

Expenditure Considerations

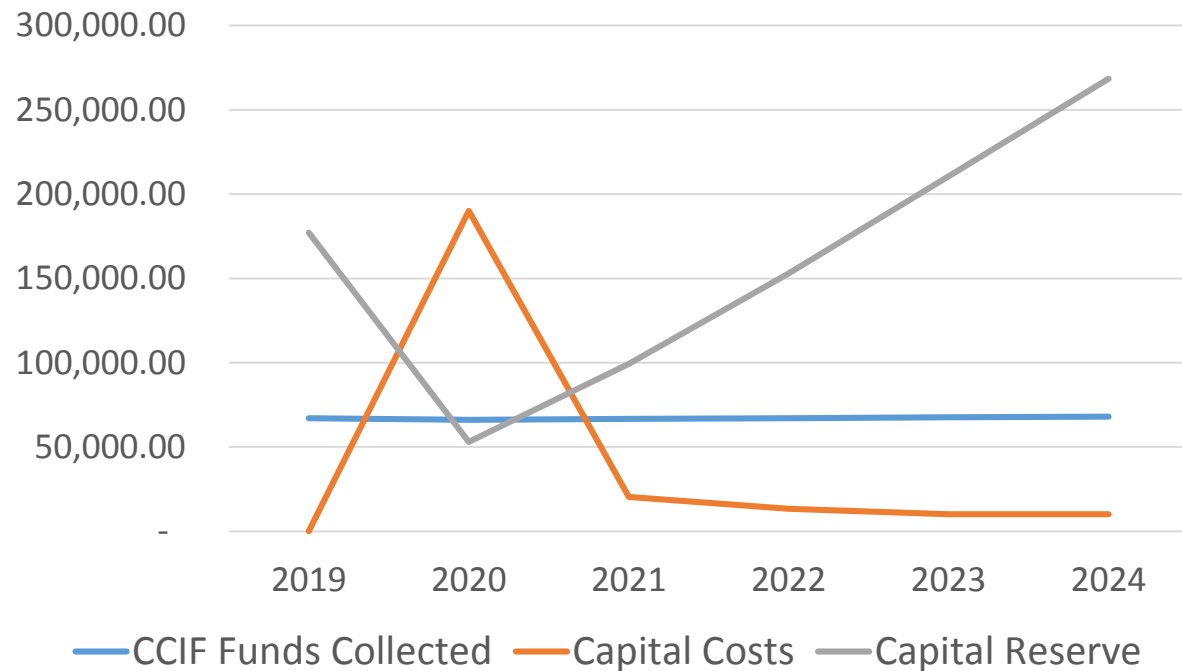
- Outreach and development fund to match CAPF grant (\$49,000)
- Board fundraising expense (\$25,000)
- 2 Summer Students - Programming/marketing (\$8,000)

Additional Expenditures

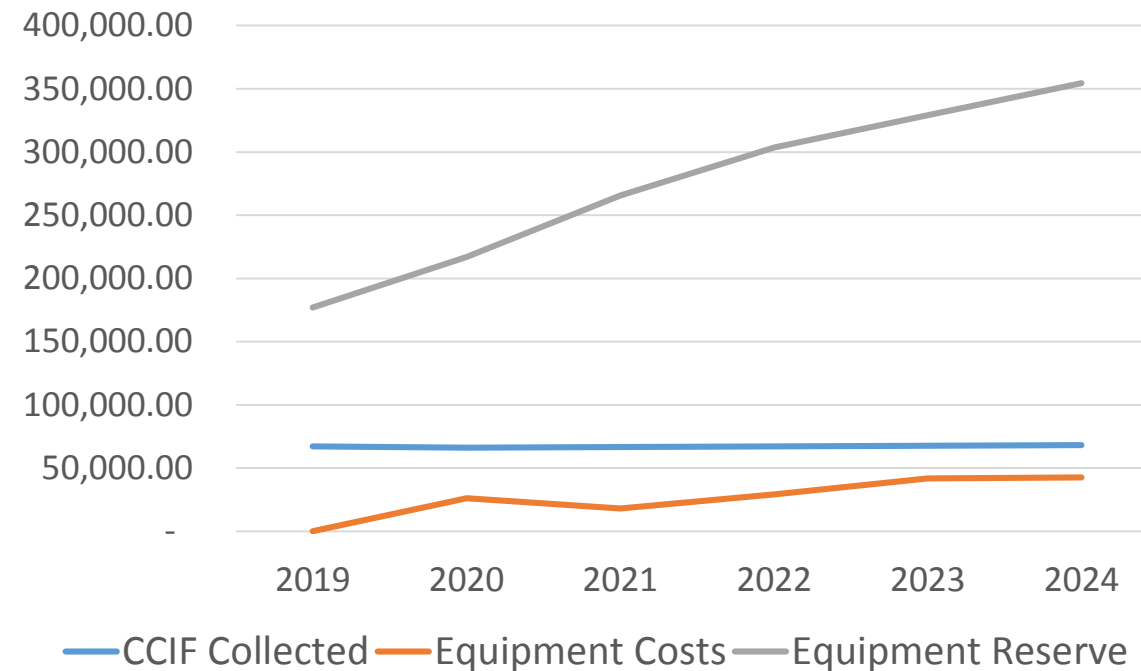
- Credit Card processing fee
- Software Contract Cycle (Ticketing, Venue Management)

Capital Budget (5 years)

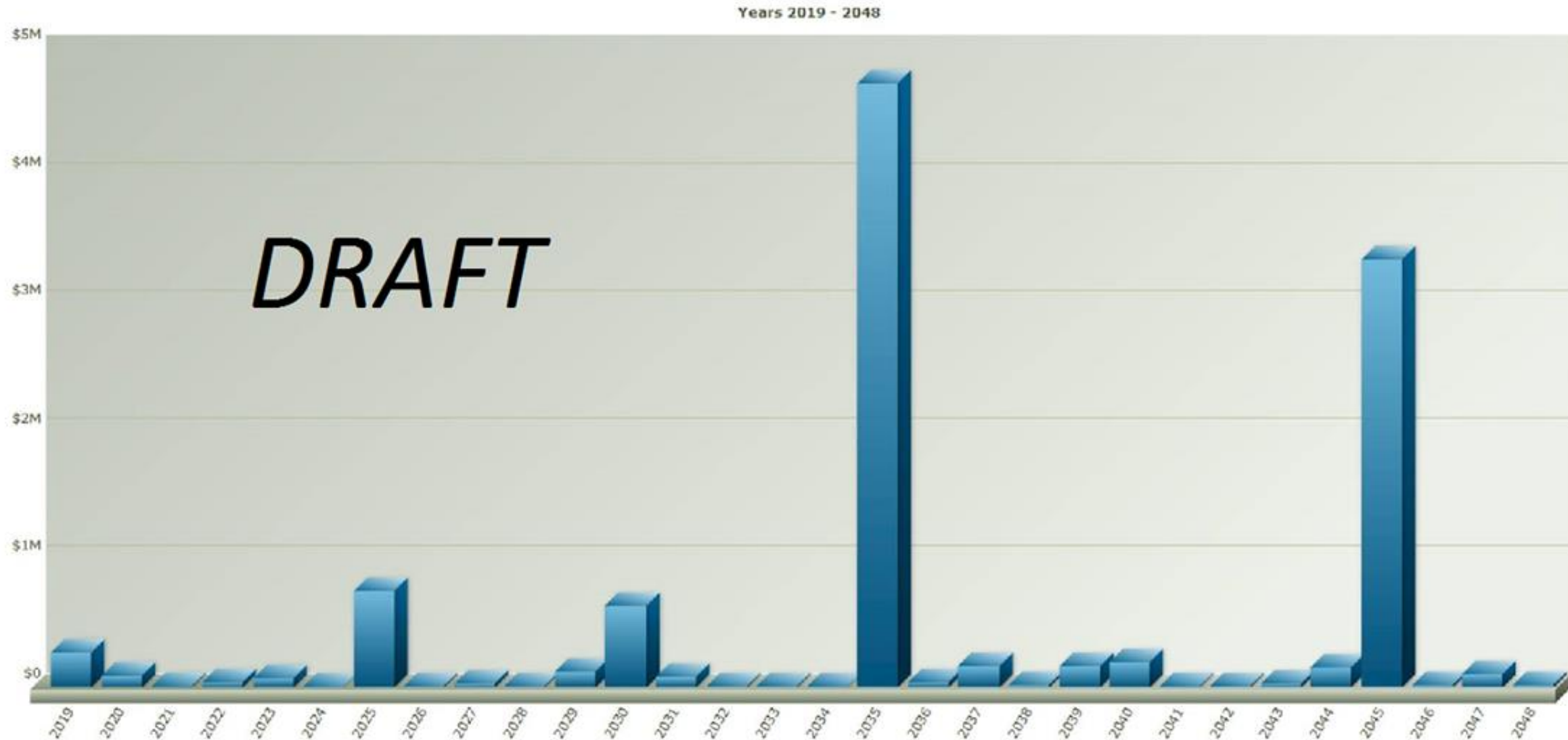
Capital Reserve



Equipment Capital Reserve



Capital Budget (30 years)



Budget Priorities 2020

- Fixing building deficiencies & maintenance– capital expenses
- Additional staff
- Transitioning the Film Program in-house
- Ticket Access Program
- Development of Sustainability Reserve
- Board Fundraising Strategies