



**FirstOntario Performing Arts Centre Board (PAC)  
First Regular Meeting Minutes  
Tuesday Sept 10, 2019, 2:00 pm  
RBC Room, PAC**

**Board Members:** Joseph Critelli, Mario De Divitiis, Peter W. Partridge, Debbie Slade, Councillor Carlos Garcia, Councillor Kevin Townsend, David Vivian, Scott Johnstone

**Regrets:** Mary Jane Johnson

**Non-voting participants:**  
Shelley Chemnitz, Chief Administrative Officer, City of St. Catharines

**Staff:**  
Sara Palmieri, Programming & Marketing Manager, PAC  
Carlos Robayo, Administrative Supervisor, PAC  
Kathleen Ross, Operations Administrator  
Janie Grand, Administrative Assistant, PAC

**Guests:**  
Bonnie Nistico-Dunk, City Clerk  
Victoria Woolridge, Human Resources Consultant, City of St. Catharines  
Chantal Switzer, Manager Human Resources, City of St. Catharines

**Regrets:** Lloyd Smith, FirstOntario Performing Arts Centre rep

## **1. Call to Order**

The second board meeting of the FirstOntario Performing Arts Centre Board of Directors was called to order at 2:03 p.m. by Mario De Divitiis, Chair of the FirstOntario Performing Arts Centre Board.

Brief introductions were made around the table. David Vivian and Scott Johnstone are now representing Brock (Marilyn I. Walker School of Fine and Performing Arts).

Land Acknowledgement was read by Mario De Divitiis.

We acknowledge that we are on the traditional shared lands of the Indigenous Peoples of Turtle Island. We offer our sincere gratitude to the original and continued stewards of this land.

## 2. Adoption of the Agenda

Moved by: David Vivian  
Seconded by: Peter Partridge

That the FirstOntario Performing Arts Centre board receive and adopt the September 10, 2019 agenda.

**CARRIED**

## 3. Declarations of interest

There were none declared.

## 4. Approval of the minutes

### 4.1 Regular Meeting Minutes, June 25, 2019

Moved by: Carlos Garcia  
Seconded by: Peter Partridge

That the FirstOntario Performing Arts Centre board receive and approve the minutes of the last meeting – June 25, 2019

**CARRIED**

## 5. Presentation

### Overview of the PAC Budget

#### Carlos Robayo, Administrative Supervisor

Mr. Robayo presented a brief budget overview and clarified the next meeting will go through the budget in more detail. Highlights are captured below. *The Presentation is also attached in the appendix.*

#### *Operational budget highlights:*

- Operational Revenue streams – ticket sales and fees, rentals, fundraising, Municipal and Federal grants, bar and concessions, sponsorship and advertising.
- PAC receives Federal Funding – Canadian Arts Presentation Fund, however, the Provincial government has cut arts funding.
- The presentation also touched on additions/requests for the 2020 budget – i.e. additional staff need and fundraising expenses. Initially the board was asked to raise \$150K and this has increased to \$200K.

#### *Capital Budget highlights:*

- CCIF fee – fee charged to patron for every ticket sold. This money goes into 2 reserves- capital reserve and equipment reserve (noted in Relationship Agreement)

- 2020 Capital expenses – stage floors, bathroom stalls
- In 2025 (10-year mark) there will be more capital expense due to replacements/repairs.

Questions and discussion took place regarding upcoming expenses listed below.

#### *Flooring*

- stage flooring (hardwood) should be treated for wear and tear every few years. The Masonite flooring (Robertson) needs repair but credit was given.

#### *In-house film programming*

- Currently there is an outside film program/contract. It was confirmed that PAC would save on the cost if the service was brought in-house. This money is in the budget.

#### *City Contribution*

- Vinik report confirms the yearly subsidy by the City
- board's goal is to try to minimize city contribution through fundraising
- The Chair and Peter Partridge brought up the concern that there is not a lot of time to structure and execute a fundraising strategy.

#### *Additional support/expertise needed on the board*

- Shelley Chemnitz reiterated that some services are formalized through the relationship agreement; other things the board can review/work out over time. The Chair expressed additional support/expertise on the board is required – ex. HR, accounting, legal expertise.

Moved by: David Vivian  
Seconded by: Kevin Townsend

That the FirstOntario Performing Arts Centre board receive the PAC Budget Overview presentation or information purposes.

**CARRIED**

## **6. Discussion Items**

### **6.1 Rates and Fees**

Moved by: Kevin Townsend  
Seconded by: Carlos Garcia

That the FirstOntario Performing Arts Centre Board (PAC) 2020 Schedule of Rates and Fees with appendix 1 be referred back to staff for more information on comparable rates.

Requested info includes:

- Comparison with other venues in Niagara (Meridian) and other performing arts centres and markets
- Information on how NFP rates are determined. In the past, the ED was given authority to negotiate on rates.
- This year versus last year's rates
- The impact on budget and revenue

**CARRIED AS AMENDED**

## **6.2 In camera report**

Moved by: Mario De Divitiis

That the PAC Board meet In-Camera for the following purposes:

- Personal matters about an identifiable individual, including municipal or local board employees;
- Labour Relations or employee negotiations – Transition of PAC staff from the City to the PAC Board

**CARRIED**

*The In-Camera session convened at 3:10 p.m. The PAC Board meeting reconvened at 3:25 p.m.*

Moved by: David Vivian

Seconded by: Peter Partridge

That the Board approve the recommendation included in the Human Resources Transition Plan report, including to facilitate an effective transition of the current employees of the FirstOntario Performing Arts Centre (PAC) to the Board, and approval and execution of OMERS By-law #2019-02.

**CARRIED**

## **7. Adjournment**

Moved by: Debbie Slade

Seconded by: Kevin Townsend

That, there being no further items of business, this meeting be adjourned at 3:25p.m.

**CARRIED**

# 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

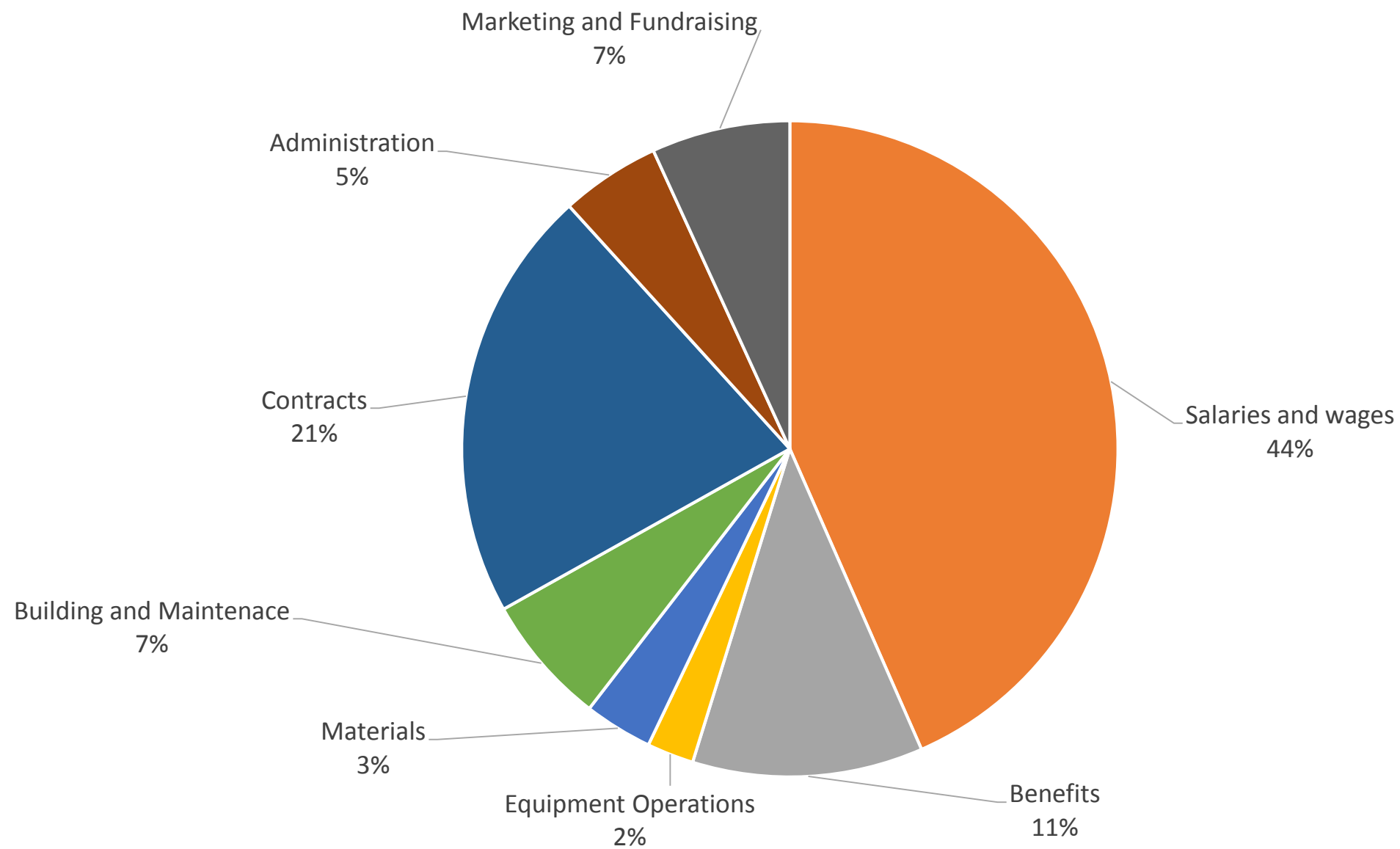


## Operational Budget – Overview

	2019 Budget	2018 Budget	2018 Actuals	2017 Budget	2017 Actuals	2016 Budget	2016 Actual
<b>Revenue</b>	4,066,698	3,869,606	3,927,849	3,819,378	3,814,720	4,040,245	3,608,066
<b>Expenditures</b>	5,558,399	5,331,108	5,377,777	5,329,987	5,239,172	5,303,677	4,937,493
<b>City Contribution</b>	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*
<b>TOTAL STAFF</b>			<b>192</b>

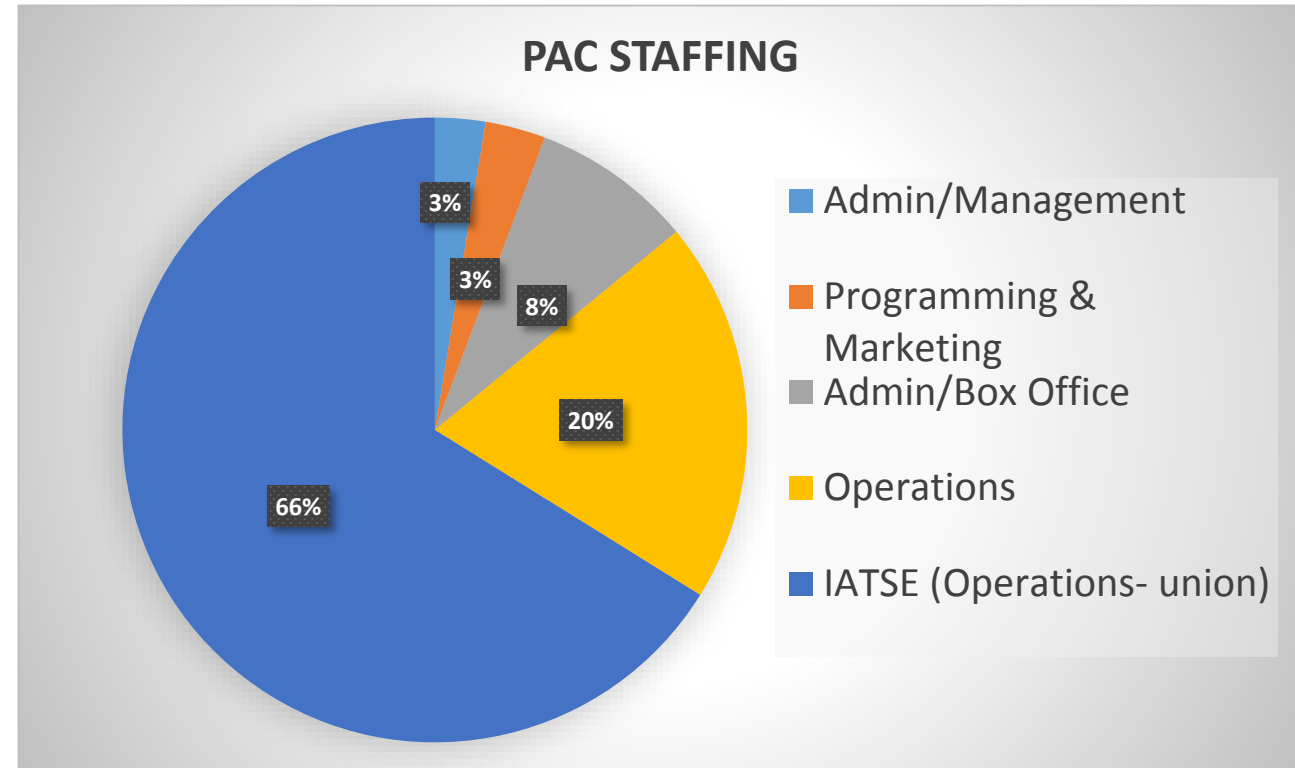
*\*PAC has a total pool of 127 IATSE crew on file.  
# of members are scheduled per event.*

### **TOTAL SCHEDULED IATSE HOURS:**

*2018: 9,112 hrs.*

*2019 – up to August 1: 7,900 hrs.*

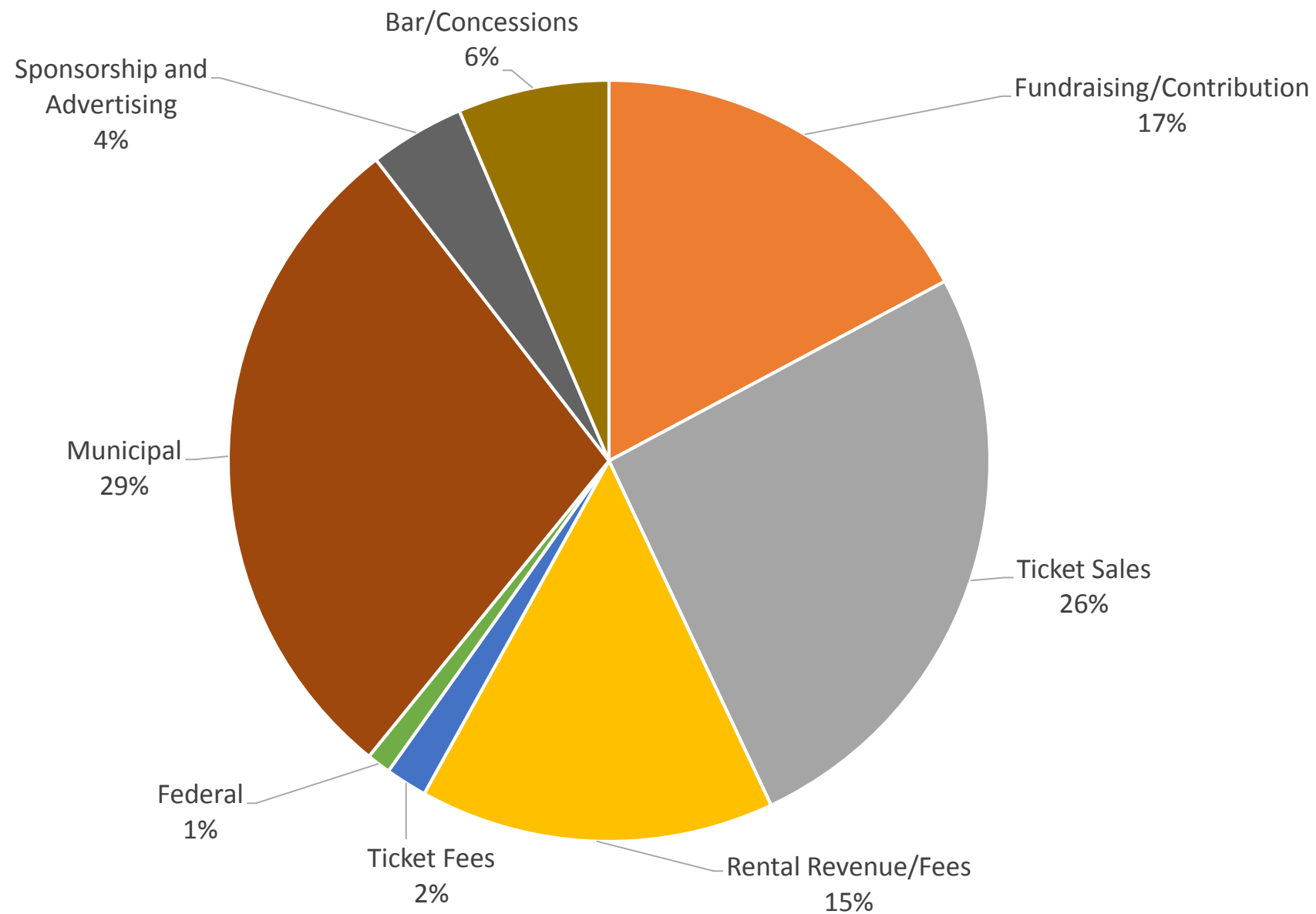
**+ VOLUNTEERS:** Pool of over 80



### **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**

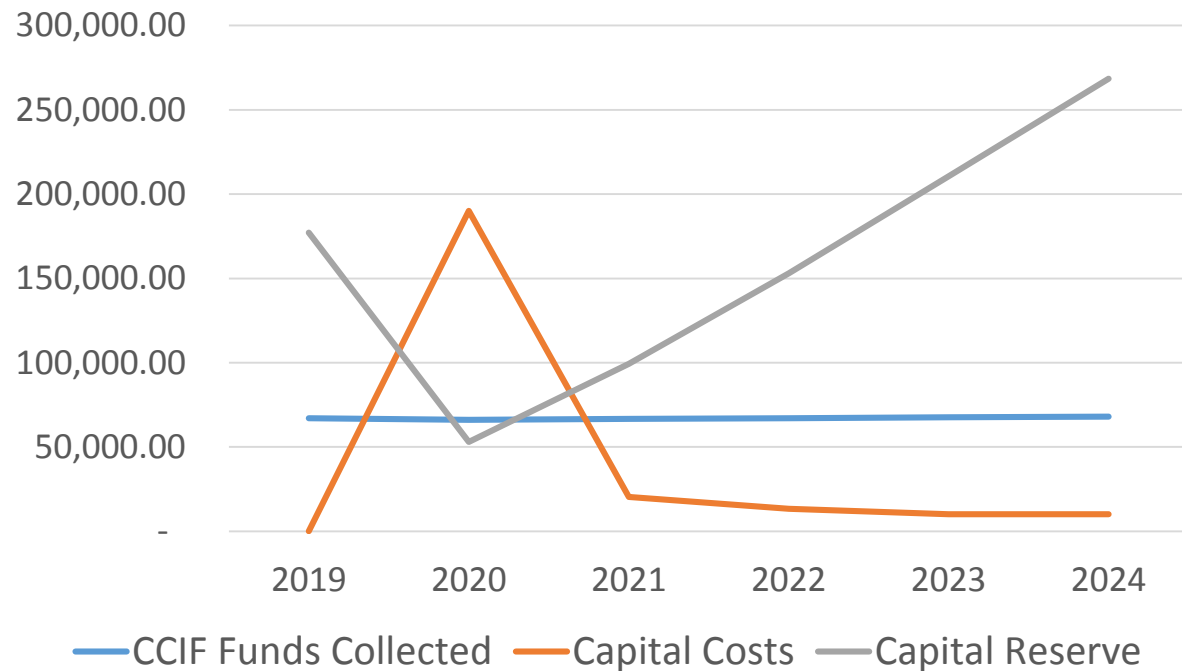
- Outreach and development fund to match CAPF grant (\$49,000)
- Board fundraising expense (\$25,000)
- 2 Summer Students - Programming/marketing (\$8,000)

### **Additional Expenditures**

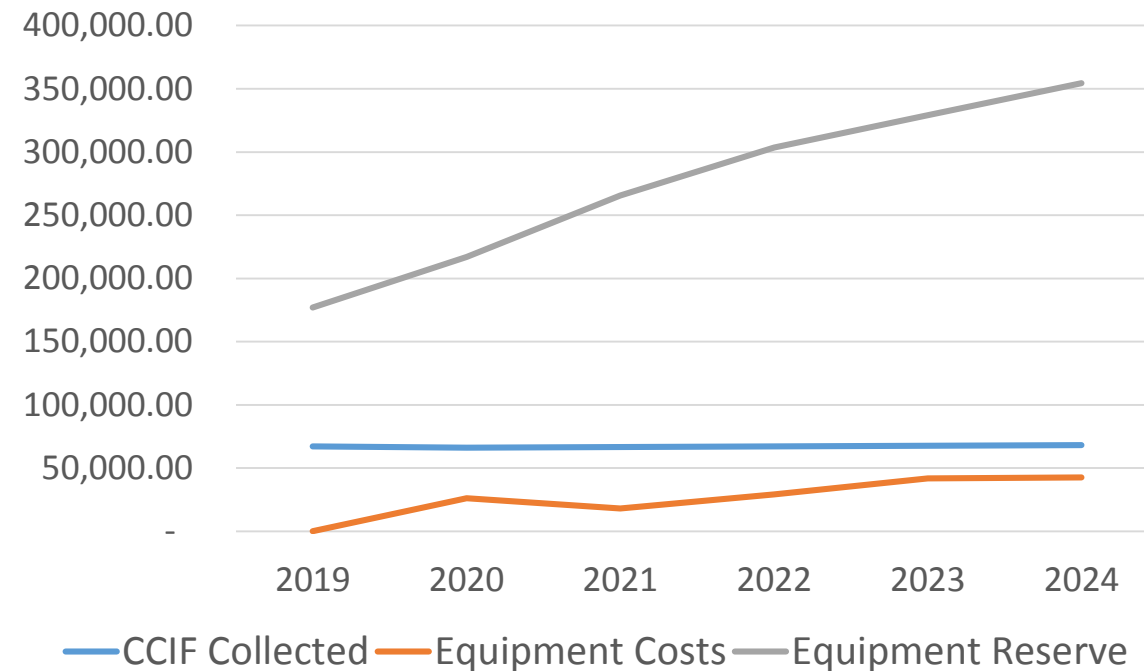
- Credit Card processing fee
- Software Contract Cycle (Ticketing, Venue Management)

## Capital Budget (5 years)

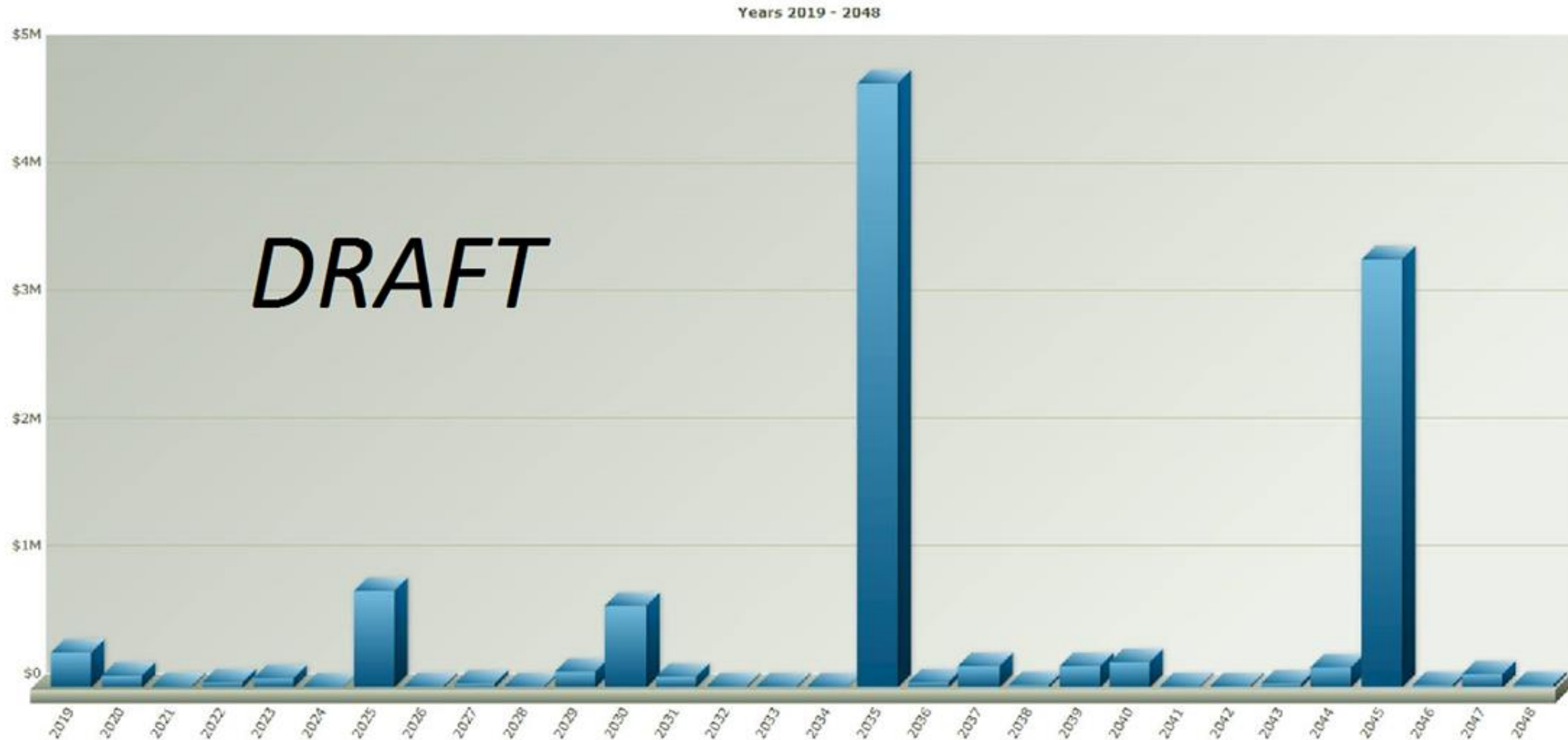
**Capital Reserve**



**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