



**FirstOntario Performing Arts Centre Board (PAC)  
First Regular Meeting Minutes  
Tuesday Feb 12, 2019, 2:00 pm  
RBC Room, PAC**

**Board Members:** Christina Atkinson, Joseph Critelli, Mario De Divitiis, Councillor Carlos Garcia, Mary Jane Johnson, Peter W. Partridge, Debbie Slade, Mark Steinman, Councillor Kevin Townsend, David Vivian  
**Regrets:** Scott Johnstone

**Non-voting participants:** Shelley Chemnitz, Chief Administrative Officer, City of St. Catharines  
Kristine Douglas, Director Financial Management Services  
David Oakes, Deputy CAO, City of St. Catharines/Acting ED  
**Regrets:** Kristine Douglas, Director Financial Management Services

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

### **1. Call to Order**

The first meeting of 2020 for the FirstOntario Performing Arts Centre Board of Directors was called to order at 2:07 pm by co-chair Debbie Slade of the FirstOntario Performing Arts Centre Board.

### **2. Land Acknowledgement** - read by Debbie Slade

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.

### **3. Adoption of the Agenda**

Moved by: David Vivian  
Seconded by: Peter Partridge

That the FirstOntario Performing Arts Centre board receive and approve the February 12, 2020 meeting agenda.

**CARRIED**

#### **4. Declarations of interest**

There were none declared.

#### **5. Approval of the minutes**

Regular Meeting Public Minutes, Dec 10, 2019

Moved by: David Vivian

Seconded by: Peter Partridge

That the FirstOntario Performing Arts Centre board receive and approve the public minutes of the last meeting – December 10, 2019.

**CARRIED**

#### **6. Chair Update**

**Verbal update from Co-Chair Deb Slade, FirstOntario Performing Arts Centre Board**

Co-Chair Debbie Slade welcomed everyone to the Inaugural meeting as a Board of Management, post-transition from the City to the Board. Introductions of leadership staff and members took place, including welcoming new members Christina Atkinson and Mark Steinman.

A brief update regarding the recruitment of a new Executive Director was provided. Interviews are in progress with timing to be determined.

Sara Palmieri, Manager of Programming and Marketing was called upon to provide a brief PAC event update.

##### *Highlights:*

- The PAC has its highest level of membership since opening
- Upcoming Family Day programming – free and ticketed events
- Community partnerships are continuing to grow – Brock University, Willow Arts Community, Celebration of Nations, to name a few.
- Season Launch –unveiling of the 2020-21 HOT TICKET season. May 26/27 – invites to be sent

#### **7. Discussion Items**

##### **7.1 PAC Learning Session**

David Oakes, Acting ED clarified board timing as 2019 was the year of transition, with 2020 being the year of board governance and learning the business.

Dave reviewed the history of the PAC project as a partnership between the City and the arts community. The goal is to ensure the community maintains access to the

facility—access and exposure to the arts are key parts of the mandate (PAC is not always bottom line driven as a social, community service). Dave introduced PAC leadership to give a brief, informal overview of departments.

## **Dept. Overviews**

### **Sara Palmieri, Manager of Programming & Marketing**

Programming and marketing works to fulfill PAC mandate. The goal is to bring exceptional arts experiences that engage, educate – presentation, activation. There is some risk involved. Sara gave a brief overview of the types of events at the PAC.

1. *Presenting* – curating– HOT TICKET – 75-100 shows (plus Film House programming - 500 screenings per year, outreach and partnerships). Presenting is about building audiences/loyalty-membership and there is risk involved in programming.
2. *Co-presenting* – partnerships in creating programming
3. *Rentals*- commercial, NFP, partnership space

Programming and Marketing staff oversee marketing/communications, ticket sales/memberships, sales and sponsorship, grants, outreach and audience development. Staff work on an 18-month cycle. Grant/funding opportunities are actively pursued to offset programming costs. Grant writing is a specialized skill and Sara confirmed there is a dedicated staff member who has been successful in securing funding at all levels of government.

Question was posed as to how staff evaluates audience composition. Sara confirmed staff review demographic/location data to see where audience members come from (envirionics). There is also an audience development component and social service component. Staff have developed a community *Ticket Access Program* linking with various community organizations- this program is yet to be fully executed.

Sara reiterated the importance of community sponsorships and audience development. Staff are consistently reacting to sales and there is a balance in monitoring tickets, sponsorships, grants and operating costs for the department.

### **Carlos Robayo Administrative Supervisor**

Carlos gave a brief overview of Operations (in Kathleen Ross' absence). The operations department is responsible for the following:

- Maintenance of building (cleaning, repairs, development of capital plan – planning sustainability of equipment)
- Security – access to building, Front of House Security

- Food and Beverage – artist hospitality and events
- Bar and concessions – partnership with marketing – feature products/sponsorships
- Front of House – managing pool of volunteer ushers, Front of House leads – health, safety and accessibility (accommodations)
- Event execution –advancing shows – everything from artist hospitality to technical show set up - equipment, light and sound. PAC works with an IATSE Union – light and sound crew are scheduled/managed by Ops team.
- All bookings- rentals, HOT TICKET shows, partnerships are scheduled by Rental Contract Supervisor and ops team executes events

Question was posed regarding security protocols – ops team has plan in place for access to venues (tickets scanned at door) and plans are reviewed/evaluated.

## **Administration & Box Office Team**

Carlos Robayo, Administrative Supervisor gave a brief overview of the Administration and Box Office dept. The focus of 2019 involved setting up the PAC business to function as its own entity (Municipal Service Board, separate from the City).

- setting up financial controls/Event Management System
- Admin works collaboratively on budget with City and PAC departments
- ensuring the procurement policy is passed by the board
- setting up/implementing payroll system
- ensuring proper legislation is adhered too (ticketing, Municipal Act, HR etc.)

Operational – Management of the Box Office

- The Box Office is the first point of the contact –customer service training
- manage website and subscription plans for local arts groups

David Oakes reiterated context – on top of running the PAC business/Box office, the admin team helped facilitate the transition of the business in 2019, resulting in additional work. Payroll/HR was initially supported by City and became part of the admin portfolio. Dave then summarized the PAC Business.

### *Business breakdown*

- **Presenting** – PAC assumes all risk with presenting
- **Renting** – commercial (for profit), conferences, Non-for-profit events and rates (Some clients book 3 years in advance)
- **Ticketing Services** (box office)
- **Partnership space** – Brock students use the PAC for lecture and performance space (Marilyn I Walker School of Fine and Performing Arts)

## 7.2 Strategic Planning

Board discussed engaging a facilitator to help put together a strategic plan. Members were interesting in engaging an outside facilitator to assist in developing a plan but the consensus was to wait until the hiring of a new ED.

## 7.3 2020 Meeting dates

A draft handout with five regular meeting dates (months) was provided with relevant City timelines noted. Staff confirmed the next regular board meeting date March 31, 2020. Staff will follow up with remaining dates.

It was clarified that committee meetings would be separate from board meetings and due to timing of budget and reviewing a capital plan, it was recommended that a Finance Committee be enacted.

## PAC Finance Committee

Moved by: David Vivian  
Seconded by: Joe Critelli

That the FirstOntario Performing Arts Centre form a finance committee made up of the following: Peter Partridge, Mark Steinman, Carlos Robayo, Carlos Garcia.

**CARRIED**

### *Summary:*

Staff to follow up with terms of reference to finance committee. Dave clarified that the City is responsible for maintaining the capital budget. The board is responsible for putting together a capital plan/program covering preventative maintenance. The ED/Acting ED and City Treasurer will also be included as non-voting committee members.

## 8. In-Camera Session

Moved by: Debbie Slade  
Seconded: David Vivian

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

- discussion of labour relations/employee negotiations: film contract and ED recruitment

**CARRIED**

*The In-Camera session convened at 3:50 p.m. The PAC Board meeting reconvened at 4:10 pm.*

Moved by: David Vivian  
Seconded by: Mark Steinman

That the PAC Board move out of camera.

**10. Adjournment:**

Moved by: Christina Atkinson  
Seconded by: David Vivian  
That, there being no further items of business, this meeting be adjourned at 4:15PM.

**CARRIED**