

PRE-OPENING BUDGET AND MANAGEMENT WORKPLAN / TIMELINE
KINGSTON LARGE VENUE ENTERTAINMENT CENTRE

<u>Page</u>		<u>Page</u>	
1	Total Pre-Opening Budget Summary	7	<u>Schedule 5</u> Office Equipment/Supply Expense Detail
2	<u>Schedule 1</u> Staffing Timeline		<u>Schedule 6 - Management Work Plan / Time Line</u>
		8	A - General Manager / Executive
		9	B - Building Operations
3-4	<u>Schedule 2</u> Monthly Summary and Staffing Timeline	10	C - Facility Marketing / Sales
		11	D - Finance and Box Office
		12	E - Human Resources and MIS
5	<u>Schedule 3</u> Employee Training Expense Detail	13	F - Corporate Sales
		14-15	<u>Schedule 7</u> Job Descriptions
6	<u>Schedule 4</u> Relocation Expense Detail		
		16	<u>Schedule 8</u> Restaurant/Bar Operation (Assumes in-house)

**KINGSTON LARGE VENUE ENTERTAINMENT CENTRE
PRE-OPENING BUDGET**

**arcturusSM
SMG CANADA**

FOR ILLUSTRATIVE PURPOSES ONLY - SUBJECT TO CHANGE BASED ON ACTUAL CONDITIONS

PRE-OPENING BUDGET- ARENA

12 Month Opening Phase

PREOPENING TOTAL

ADVERTISING & PROMOTION

ADVERTISING & PROMOTION	\$40,000
GRAND OPENING	\$40,000
TOTAL ADVERTISING & PROMOTION	\$80,000

OFFICE & ADMINISTRATIVE

SALARIES	\$266,125	
TAXES & BENEFITS	\$53,225	
PREMIUM SEATING SALES EXPENSES (EXCL. COMMISSIONS)	\$10,000	
SUITE SALES COMMISSIONS	\$0	Assumes commission taken from sale.
RELOCATION (SCHEDULE 4)	\$3,500	
MISC. LEGAL FEES	\$5,000	
TELEPHONE	\$7,500	
UTILITIES	\$0	a
OFFICE SUPPLIES	\$4,500	
COMPUTER EXPENSE	\$4,800	
TRAVEL & ENTERTAINMENT/ MEETINGS & CONVENTIONS	\$11,000	
LICENSES & FEES**	\$1,500	
OFFICE EQUIPMENT & POSTAGE EXPENSE (SCHEDULE 5)	\$3,000	
TRAINING (SCHEDULE 3)	\$12,864	
INSURANCE (PROFESSIONAL LIABILITY)	\$0	
MISCELLANEOUS	\$6,000	
PRINTING & STATIONERY	\$5,000	
BUILDING OPERATIONS SUPPLIES INVENTORY	\$24,000	b
EQUIPMENT RENTAL	\$5,000	
DUES & SUBSCRIPTIONS	\$1,200	
TOTAL OFFICE & ADMINISTRATIVE	\$424,214	

Subtotal	\$504,214
STAFFING CONTINGENCY	\$8,000
Pre-Opening Management Fee (\$6,250/month)	\$75,000
TOTAL PRE-OPENING BUDGET - ARENA	\$587,214

PRE-OPENING BUDGET- RESTAURANT/BAR

Total Salaries/Payroll	\$ 43,500
Total Overhead/Supplies/Licenses	\$45,900
	\$89,400

TOTAL PRE-OPENING BUDGET FOR ARENA	\$587,214
TOTAL PRE-OPENING BUDGET FOR RESTAURANT/BAR	\$89,400
TOTAL PRE-OPENING BUDGET FOR PROJECT	\$676,614

NOTES

a - Assumes arcturus SMG staff work out of office space provided by the City. Assumes City/construction firm pays utilities throughout construction phase

b - This represents approximately 30-days inventory supply and includes items like: shop tools, housekeeping/cleaning/lighting supplies, paper goods

KINGSTON LARGE VENUE ENTERTAINMENT CENTRE
 PRE-OPENING BUDGET
 SCHEDULE 1



FOR ILLUSTRATIVE PURPOSES ONLY - SUBJECT TO CHANGE BASED ON ACTUAL CONDITIONS

STAFFING TIMELINE - Arena Only

PAYROLL BUDGET	# OF MOS	ANNUAL SALARY	NUMBER OF MONTHS PRIOR TO FACILITY OPENING															
			-16	-15	-14	-13	-12	-11	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1
GENERAL MANAGER	11	110,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
EXECUTIVE ASSISTANT	8	38,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FINANCE MANAGER	3	55,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ACCOUNTING CLERK	1	38,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MARKETING MANAGER	15	65,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SPECIAL EVENTS	3	33,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CUSTOMER SERVICE/GROUP SALES	6	33,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATIONS MANAGER	2	55,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FACILITY TECHNICIANS (4 FTEs)	0	160,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATIONS SUPERVISOR	0	40,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
BOX OFFICE MANAGER	2	45,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		673,000																

*Includes suite sales responsibilities

KINGSTON LARGE VENUE ENTERTAINMENT CENTRE
PRE-OPENING BUDGET
SCHEDULE 2

arcturus
SMC CANADA

FOR ILLUSTRATIVE PURPOSES ONLY - SUBJECT TO CHANGE BASED ON ACTUAL CONDITI

MONTHLY SUMMARY

	NUMBER OF MONTHS PRIOR TO FACILITY OPENING																Pre-Opening
	-16	-15	-14	-13	-12	-11	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	
ADVERTISING & PROMOTION																	
ADVERTISING & PROMOTION	-	500	500	500	1,500	5,000	2,500	2,000	2,000	2,000	5,000	2,000	2,500	4,000	5,000	5,000	40,000
GRAND OPENING	-	-	-	-	-	-	-	-	-	-	15,000	-	-	-	-	25,000	40,000
TOTAL ADVERTISING & PROMOTION	-	500	500	500	1,500	5,000	2,500	2,000	2,000	2,000	20,000	2,000	2,500	4,000	5,000	30,000	80,000
OFFICE & ADMINISTRATIVE																	
SALARIES	-	5,417	5,417	5,417	5,417	14,583	14,583	14,583	17,792	17,792	20,542	20,542	20,542	27,875	36,208	39,417	266,125
TAXES & BENEFITS	-	1,083	1,083	1,083	1,083	2,917	2,917	2,917	3,558	3,558	4,108	4,108	4,108	5,575	7,242	7,883	53,225
PREMIUM SEATING SALES EXPENSES (EXCL. COMMISSIONS)	-	666	666	666	666	666	667	667	667	667	667	667	667	667	667	667	10,000
SUITES COMMISSIONS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
RELOCATION (SCHEDULE 4)	-	-	-	-	3,500	-	-	-	-	-	-	-	-	-	-	-	3,500
MISC. LEGAL FEES	-	-	-	-	1,000	-	-	-	-	1,500	-	-	1,500	-	-	1,000	5,000
TELEPHONE	-	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	7,500
UTILITIES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OFFICE SUPPLIES	-	100	100	100	200	200	200	200	200	200	500	500	500	500	500	500	4,500
COMPUTER EXPENSE	-	100	100	100	100	200	300	300	300	300	500	500	500	500	500	500	4,800
TRAVEL & ENTERTAINMENT/ MEETINGS & CONVENTIONS	-	-	-	-	-	1,500	1,000	500	1,000	1,000	1,000	1,500	1,000	1,000	1,000	500	11,000
LICENSES & FEES	-	-	-	-	-	-	-	-	-	-	500	-	-	-	-	1,000	1,500
OFFICE EQUIPMENT & POSTAGE EXPENSE (SCHEDULE 5)	-	-	-	-	-	-	-	-	-	-	450	450	450	450	550	650	3,000
TRAINING (SCHEDULE 3)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	12,864	12,864
INSURANCE (PROFESSIONAL LIABILITY)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS	-	-	-	-	500	500	500	500	500	500	500	500	500	500	500	500	6,000
PRINTING & STATIONERY	-	150	150	150	250	250	250	250	250	250	250	500	500	600	600	600	5,000
BUILDING OPERATIONS SUPPLIES	-	-	-	-	-	-	-	-	-	-	-	-	-	8,000	8,000	8,000	24,000
EQUIPMENT RENTAL	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,000	5,000
DUES & SUBSCRIPTIONS	-	-	-	-	1,200	-	-	-	-	-	-	-	-	-	-	-	1,200
TOTAL OFFICE & ADMINISTRATIVE	-	8,016	8,016	8,016	14,416	21,316	20,917	20,417	24,767	26,267	29,517	29,767	30,767	46,167	56,267	79,581	424,214
TOTAL	-	8,516	8,516	8,516	15,916	26,316	23,417	22,417	26,767	28,267	49,517	31,767	33,267	50,167	61,267	109,581	504,214

STAFFING TIMELINE

PAYROLL BUDGET	# OF MOS	ANNUAL SALARY	NUMBER OF MONTHS PRIOR TO FACILITY OPENING																Total Pre-Opening
			-16	-15	-14	-13	-12	-11	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	
GENERAL MANAGER	11	110,000	-	-	-	-	-	9,167	9,167	9,167	9,167	9,167	9,167	9,167	9,167	9,167	9,167	9,167	100,833
EXECUTIVE ASSISTANT	8	38,500	-	-	-	-	-	-	-	-	3,208	3,208	3,208	3,208	3,208	3,208	3,208	3,208	25,667
FINANCE MANAGER	3	55,000	-	-	-	-	-	-	-	-	-	-	-	-	-	4,583	4,583	4,583	13,750
ACCOUNTING CLERK	1	38,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,208	3,208
MARKETING MANAGER	15	65,000	-	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	81,250
SPECIAL EVENTS	3	33,000	-	-	-	-	-	-	-	-	-	-	-	-	-	2,750	2,750	2,750	8,250
CUSTOMER SERVICE/GROUP SALES	6	33,000	-	-	-	-	-	-	-	-	-	-	2,750	2,750	2,750	2,750	2,750	2,750	16,500
OPERATIONS MANAGER	2	55,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,583	4,583	9,167
FACILITY TECHNICIANS (4 FTEs)	-	160,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATIONS SUPERVISOR	-	45,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
BOX OFFICE MANAGER	2	45,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,750	3,750	7,500
TOTAL SALARY/WAGES			-	5,417	5,417	5,417	5,417	14,583	14,583	14,583	17,792	17,792	20,542	20,542	20,542	27,875	36,208	39,417	268,125
TAXES & BENEFITS	0.20		-	1,083	1,083	1,083	1,083	2,917	2,917	2,917	3,558	3,558	4,108	4,108	4,108	5,575	7,242	7,883	53,225

**KINGSTON LARGE VENUE ENTERTAINMENT CENTRE
PRE-OPENING BUDGET
SCHEDULE 3**



FOR ILLUSTRATIVE PURPOSES ONLY - SUBJECT TO CHANGE BASED ON ACTUAL CONDITIONS

EMPLOYEE TRAINING EXPENSES

	EVENT STAFF	BOX OFFICE	ADMIN STAFF	BUILDING OPS.	TOTAL EXPENSES
# PARTICIPATING	40	4	2	8	
RATE PER HOUR	\$10	\$10	\$0	\$25	
TTL. TRAINING HOURS	16	16	12	16	
MATERIALS/MISCELLANEOUS	200	200	40	40	
TOTAL	\$6,600	\$840	\$40	\$3,240	\$10,720
TOTAL EMPLOYEE BURDEN 20%					\$2,144
					\$12,864

**KINGSTON LARGE VENUE ENTERTAINMENT CENTRE
PRE-OPENING BUDGET
SCHEDULE 4**



FOR ILLUSTRATIVE PURPOSES ONLY - SUBJECT TO CHANGE BASED ON ACTUAL CONDITIONS

RELOCATION EXPENSES

<u>RELOCATION EXPENSES</u>	<u>GENERAL MGR.</u>	<u>OTHER</u>	<u>TOTAL</u>
MOVING COST	0	0	0
SETTLEMENT	0	0	0
ALLOWANCE	2,500	0	2,500
TEMPORARY LIVING EXPENSE	0	0	0
MISCELLANEOUS	1,000	0	1,000
TOTAL	3,500	0	3,500

KINGSTON LARGE VENUE ENTERTAINMENT CENTRE
 PRE-OPENING BUDGET
 SCHEDULE 5

arcturus
 SMG CANADA

FOR ILLUSTRATIVE PURPOSES ONLY - SUBJECT TO CHANGE BASED ON ACTUAL CONDITIONS

OFFICE EQUIPMENT & POSTAGE

	NUMBER OF MONTHS PRIOR TO FACILITY OPENING															TOTAL	
	-16	-15	-14	-13	-12	-11	-10	-9	-8	-7	-6	-5	-4	-3	-2		-1
COPIER (1)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FAX MACHINE (1)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUB-TOTAL OFFICE EQUIPMENT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
POSTAGE	-	-	-	-	-	-	-	-	-	-	450	450	450	450	550	650	3,000
TOTAL	-	-	-	-	-	-	-	-	-	-	450	450	450	450	550	650	3,000

(1) ASSUMES CITY SUPPLIES OFFICE SPACE EQUIPED

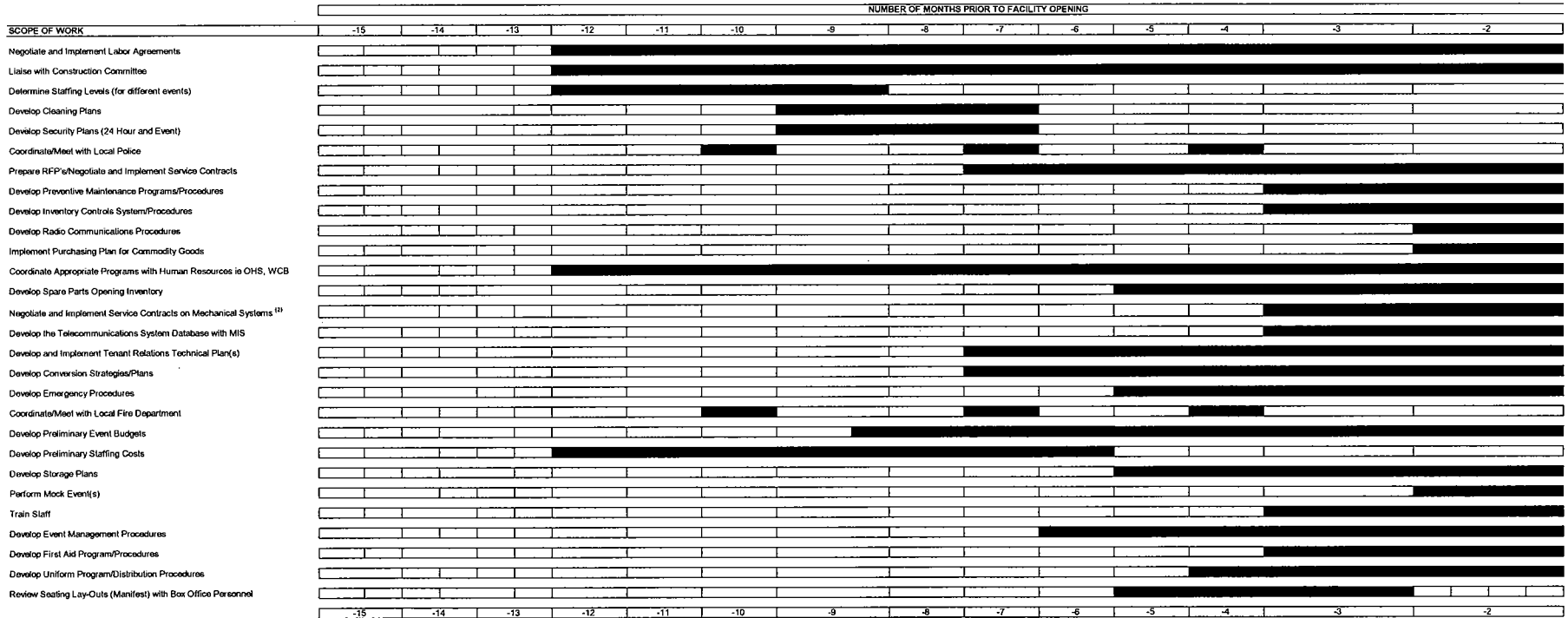
SCHEDULE 6A
PROJECT LEADER/GENERAL MANAGER / EXECUTIVE

FOR ILLUSTRATIVE PURPOSES ONLY.



SCHEDULE 6B
BUILDING OPERATIONS

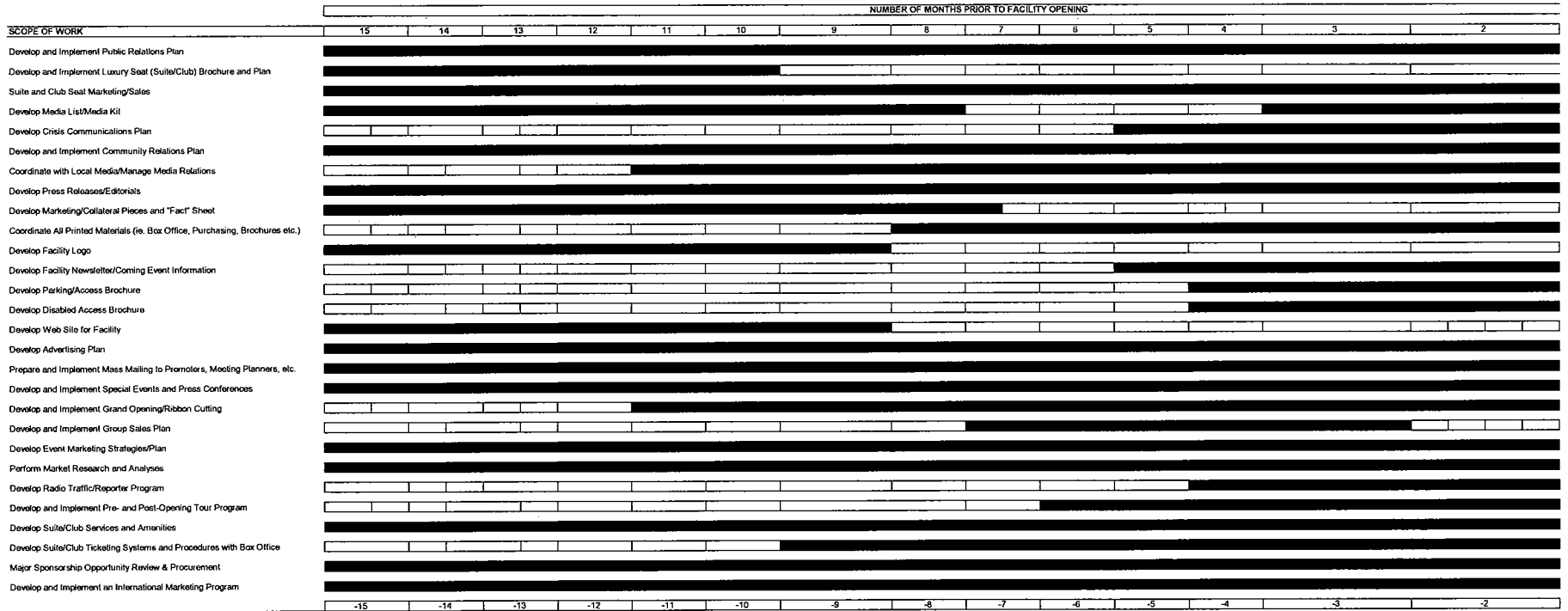
FOR ILLUSTRATIVE PURPOSES ONLY - SUBJECT TO CHANGE BASED ON ACTUAL



SCHEDULE 6C
FACILITY MARKETING / SALES

arcti
SMG CA

FOR ILLUSTRATIVE PURPOSES ONLY - SUBJECT TO CHANGE BAS



SCHEDULE 6D
FINANCE AND BOX OFFICE

FOR ILLUSTRATIVE PURPOSES ONLY - SUBJECT TO CHANGE BASED ON ACTU



SCHEDULE 6E
HUMAN RESOURCES AND MIS

ALC
SMC

FOR ILLUSTRATIVE PURPOSES ONLY - SUBJECT TO CHANGE BAA

	NUMBER OF MONTHS PRIOR TO FACILITY OPENING													
	-15	-14	-13	-12	-11	-10	-9	-8	-7	-6	-5	-4	-3	-2
HUMAN RESOURCES - SCOPE OF WORK														
Develop a Staffing Chart/Position Analysis (Organizational Chart)														
Develop Job Descriptions														
Develop and Implement Staffing														
Develop Performance Appraisal Processes and Procedures														
Develop Hiring and Firing Process and Procedures														
Develop Promotion and Demotion Process and Procedures														
Interview and Hire Management Staff														
Interview and Hire Non-Management Staff														
Develop and Coordinate Training Programs														
Develop and Coordinate Safety Programs/Committee														
Develop and Coordinate CDA Training and Compliance Programs														
Develop and Coordinate Customer Service Programs														
Determine Casual Employee Sources (ie. Colleges, High Schools, etc.)														
	-15	-14	-13	-12	-11	-10	-9	-8	-7	-6	-5	-4	-3	-2
MANAGEMENT INFORMATION SYSTEMS - SCOPE OF WORK														
Develop Telecommunications RFP with Consultant														
Analyze Telecommunications Bids with arcurus SMG Consultant														
Coordinate & Oversee Telecomm Installation/Testing/Acceptance/Training														
Negotiate and Implement Local and Long Distance Services														
Develop Computer/Network Requirements														
Conduct MIS Site Analysis														
Assist O&Y/SMG Consultant with Bidding and Procurement of Computer Equipment														
Coordinate and Oversee Computer/Network Install/Testing/Acceptance/Training														
Develop and Post Website with arcurus SMG Consultant														
Develop Ticketing and Tracking Systems														
	-15	-14	-13	-12	-11	-10	-9	-8	-7	-6	-5	-4	-3	-2

SCHEDULE 6F
 CORPORATE SALES: SUITES, ADVERTISING AND SPONSORSHIP

FOR ILLUSTRATIVE PURPOSES ONLY - SUBJECT TO CHANGE BAS

SCOPE OF WORK	NUMBER OF MONTHS PRIOR TO FACILITY OPENING													
	-15	-14	-13	-12	-11	-10	-9	-8	-7	-6	-5	-4	-3	-2
Assist Consultant with the Development of the Advertising Systems	[Solid black bar]													
Assist Consultant with the Bid Analysis and Award of the Advertising Systems	[Solid black bar]													
Develop Potential Client Packages	[Solid black bar]													
Develop Protformas on Advertising	[Solid black bar]													
Develop Potential Client Lists	[Solid black bar]													
Develop Sponsorships / Servng and Service Rights Package	[Solid black bar]													
Begin Client Solicitation	[Solid black bar]													
Negotiate Sponsorship/ Advertising Agreements	[Solid black bar]													
	-15	-14	-13	-12	-11	-10	-9	-8	-7	-6	-5	-4	-3	-2

**KINGSTON LARGE VENUE ENTERTAINMENT CENTRE
PRE-OPENING BUDGET
SCHEDULE 7**

JOB DESCRIPTIONS

FOR ILLUSTRATIVE PURPOSES ONLY - SUBJECT TO CHANGE BASED ON ACTUAL CONDITIONS

POSITION TITLE	SUMMARY OF POSITION	REPORTS TO:	SUPERVISES:	MAJOR RESPONSIBILITIES
GENERAL MANAGER	Responsible of overall facility operations	Owner Contract Administrator arcturus SMG-Reg. VP	All Department Heads Executive Asst. Food & Beverage Ops	Implements all policies and procedures of complex including plans, budgets, direct sales and marketing, quality control, scheduling, event coordination, staff supervision and operational services Contract negotiations for all third party vendors, labor, maintenance and food service operations Work with the municipal authorities and associations in the marketing and booking of the facility Liaison with tenants and various public departments and agencies Supervise all sales, marketing and public relations efforts including direct selling, events, direct mail, and trade publication advertising Represent facility at industry meetings, convention and tradeshow.
EXECUTIVE ASSISTANT	Provide secretarial and administrative support to the facility General Manager	General Manager	Receptionist	Act as secretary for all Authority board meetings Assist Authority members with arrangements, as needed Answer and screen all GM's calls and mail Act as the GM's liaison with employees and general public Create, type and file GM's written communications Schedule meetings, travel plans and maintain GM's calendar Schedule reception desk, ensuring appropriate coverage Maintain office supplies inventory Act as Human Resources representative for the facility
FINANCE MANAGER	Directs all aspects of financial and accounting functions in support of business goals	General Manager	Box Office Manager Accounting Clerk	Develop, implement and manage systems/controls of the financial aspects of the facility Oversee Personnel Dept to ensure compliance with Federal/Provincial/Corporate Policy Analyze business results; recommend actions to meet business goals Develop operational budget Coordinate all purchasing Prepare monthly financial reports Review client contracts Manage, invest and protect cash; project and manage cash flow Analyze business results; recommend actions to meet business goals Settle events May represent the GM in their absence
ACCOUNTING CLERK	Administers and manages the daily activities of the facility's accounting functions	Finance Manager	N/A	Prepare and analyze information for financial statements and reports Assist Director in preparation of annual budget and other projects as needed Responsible for managing the payroll, A/P, A/R and other accounting functions Assist in the event settlement process Verify and check the accuracy of general ledger Work with auditors in verifying financial information and procedures Implement and maintain internal controls and procedures
BOX OFFICE MANAGER	Oversee entire facility ticketing operation and ensuring all Corporate policies and procedures are implemented and adhered to.	Finance Manager	Box Office Assistant (P/T Ticket Sellers)	Oversee all ticket accounting regarding daily receipts, deposits, cash handling, etc. Supervise ticket sellers and Box Office clerical staff, including scheduling Work with event promoters and appropriate personnel to establish pricing and seating configurations Coordinates manifest and ticket headers with ticketing vendor in addition to overseeing the ticketing system Update management and promoters with ticket sales information Resolve customer service issues Prepare final box office reports and assists in event settlement process Assure all policies and procedures are maintained in accordance with Corporate policy
CUSTOMER SERVICE/GROUP SALES	Assist with oversee entire facility ticketing operation.	Box Office Manager	(P/T Ticket Sellers)	Oversee all ticket accounting regarding daily receipts, deposits, cash handling, etc. Supervise ticket sellers and Box Office clerical staff, including scheduling Work with event promoters and appropriate personnel to establish pricing and seating configurations Coordinates manifest and ticket headers with ticketing vendor in addition to overseeing the ticketing system Oversee processing of all tenant and event special ticketing packages (i.e. group sales, etc.) Resolve customer service issues Assure all policies and procedures are maintained in accordance with Corporate policy

**KINGSTON LARGE VENUE ENTERTAINMENT CENTRE
PRE-OPENING BUDGET
SCHEDULE 7**

JOB DESCRIPTIONS

FOR ILLUSTRATIVE PURPOSES ONLY - SUBJECT TO CHANGE BASED ON ACTUAL CONDITIONS

POSITION TITLE	SUMMARY OF POSITION	REPORTS TO:	SUPERVISES:	MAJOR RESPONSIBILITIES
MARKETING MANAGER	Create, direct and implement promotional and advertising strategies for the facility and its events	General Manager	Sales/Marketing Mgr.	Promote and market the facility and events Market and sale of advertising program of facility events Act as facility spokesperson and liaison with the general public Direct public relations image of the facility Establish and/or assist with the booking of the facility Supervise and coordinate activities of the Marketing/PR staff Oversee premium seating value/service program May represent the GM in their absence
OPERATIONS DIRECTOR	Supervise staff and oversee all aspects of facility operations for day-to-day and event performances to ensure business objectives are obtained	General Manager	Facility Technicians Trades/ Labourers Event Manager Safety and Security	Direct all activities of Operations staff Assure facility readiness and smooth operation of events Maintenance of physical surroundings and systems Coordinate and oversee special projects such as construction, remodeling, expansion, etc. Assure adherence to building and safety codes/regulations Plan/direct outside vendors/contractors work to assure compliance with business needs and safety requirements Preparation and tracking of departmental budget(s), including capital improvements Negotiate with vendors, unions, contractors, etc. Maintain adequate operations supplies inventory and effective system to tracking such supplies
OPERATIONS SUPERVISOR	Ensures efficiency with all facility operating systems	Operations Director	(PT) Casual Fac. Worker Contractors Trades	Responsible for all repair and maintenance of all mechanical systems (ice making, electric, HVAC, plumbing) Work closely with outside vendors/contractors to ensure quality Maintain all facility equipment inventory Assist Event Manager by coordinating and overseeing facility changeovers and event work order requests Assure adherence to building and safety codes/regulations Analyze needs for preventative maintenance and system upgrades Respond to tenant requests
FACILITY TECHNICIAN	Ensures efficiency with all facility operating systems	Operations Supervisor	(PT) Casual Fac. Worker Contractors Trades (In absence of Ops. Supervisor)	Responsible for monitoring and operation of all mechanical systems (ice making, electric, HVAC, plumbing) Work closely with outside vendors/contractors to ensure quality Maintain all facility equipment inventory Perform facility changeovers and event work order requests (in conjunction with contractors) Respond to tenant requests Ensure facility cleanliness and readiness standards are achieved
SPECIAL EVENTS	Coordinate client needs with building staff to assure proper set-up and smooth event operations	Operations Director	(PT) Event Staff	Ascertain leasee/tenant requirements for physical set-up, security, ticketing, etc. Communicate event requirements to appropriate departments Oversee operations, contractors, concessionaires, etc to assure requirements are addressed and met Provide leasee with updates Prepare cost estimates and monitor final billings Coordinate guest services program Recruit, train and provide guidance/supervision to event staff during events Act as "point person" for outside promoters

KINGSTON LARGE VENUE ENTERTAINMENT CENTRE
 Restaurant & Bar Operations
 Pre-Opening Time Line & Expenses

(Assumed run by SMG Food & Beverage as a in-house operation)



FOR ILLUSTRATIVE PURPOSES ONLY - SUBJECT TO CHANGE BASED ON ACTUAL CONDITIONS

Salaries/Positions	Forecast 7/1/2007	Forecast 8/1/2007	Forecast 9/1/2007	Forecast 10/1/2007	Forecast 11/1/2007	Budgeted Yearly Salaries	Bonus or Commission
Director of F&B	4,583	4,583	4,583	4,583	4,583	55,000	10%
Chef	-	-	-	3,750	3,750	45,000	0%
Concession Manager	-	-	-	-	2,917	35,000	0%
Suite/catering mgr	-	-	-	-	2,917	35,000	0%
	4,583	4,583	4,583	8,333	14,167	36,250	
Taxes/Benefits (20%)	917	917	917	1,667	2,833	7,250	
Total Payroll	5,500	5,500	5,500	10,000	17,000	43,500	

Additional Expenses	Forecast 8/1/2007	Forecast 9/1/2007	Forecast 10/1/2007	Forecast 11/1/2007	Estimated Total Opening Expenses	
Liquor Licenses	-	-	5,000	-	5,000	
Computers	-	-	9,000	-	9,000	
Software	-	-	-	-	-	
Uniforms	-	-	-	5,000	5,000	
Menus	-	-	-	2,500	2,500	
Training	-	-	-	-	-	
Recruiting	-	3,000	-	-	3,000	
Travel	-	-	2,000	2,000	4,000	
Legal	-	-	5,000	-	5,000	
Skirting	-	-	-	-	-	
F&B Relocation	10,000	-	-	-	10,000	
Tangent POS System	-	-	-	100,000	100,000	Potential item invest
Mobile Carts	-	-	-	75,000	75,000	Potential item invest
Miscellaneous/Smallwares ⁽¹⁾	-	-	-	-	-	
Cell Phones	-	-	-	1,500	1,500	
Washer & Dryer	-	-	-	-	900	
Vault	-	-	-	-	-	
Totals	10,000	3,000	21,000	186,000	220,900	
					(175,000)	
					45,900	

Food Notes:

1) Miscellaneous/Smallwares is forecasted for kitchen supplies, chafer and equipment for suites in food & beverage FF&E.

SCHEDULE A - Pre-Opening
PROJECT LEADER/GENERAL MANAGER / EXECUTIVE

#AEP

SCOPE OF WORK	NUMBER OF MONTHS PRIOR TO FACILITY OPENING												
	-15	-14	-13	-12	-11	-10	-9	-8	-7	-6	-5	-4	-3
Develop Booking Policy and Procedures													
Liaise with Construction Committee													
Develop Rental / Service Rates and Structures													
Obtain Rate Sheets from Competitive Facilities/Prepare Analysis													
Develop Licensing Agreement (Lease)													
Review Contract w/Owner and Define Expectations													
Review Booking Policy/Rate Structure and Licensing Agreement w/Owner													
Establish Relationship with Contract Administrator and Municipal staff													
Establish Relationship with Regional/Municipal Tourism & Ec.Dev. Officials													
Review Market Analysis and Develop Marketing Strategy													
Distribute and Review Policy and Procedure Manuals with Directors													
Establish/Implement Executive Committee and Regular Staff Meetings													
Develop Potential Client Lists													
Event Solicitation / Negotiation													
Negotiate and Implement Ticketing Agreement													
Develop Traffic Strategy / Review Directional Signage													
Tax Driver / Mass Transit Education													
Review Labor Contracts and Meet with Business Agents													
Review Responsibilities of the Food & Beverage Operator													
Oversee and Direct the Responsibilities of the Directors													
Join Various Organizations and Assign Directors to join Organizations													
Solicit Potential Tenants													
Negotiate and Implement Tenant Agreements													
Review and Implement O&Y/SMG Organizational Chart													
Develop Mission Statement and Branding Identity													
Develop "Executive on Duty" Program													
Develop Customer Service Program													

SCHEDULE B - Pre-Opening
BUILDING OPERATIONS

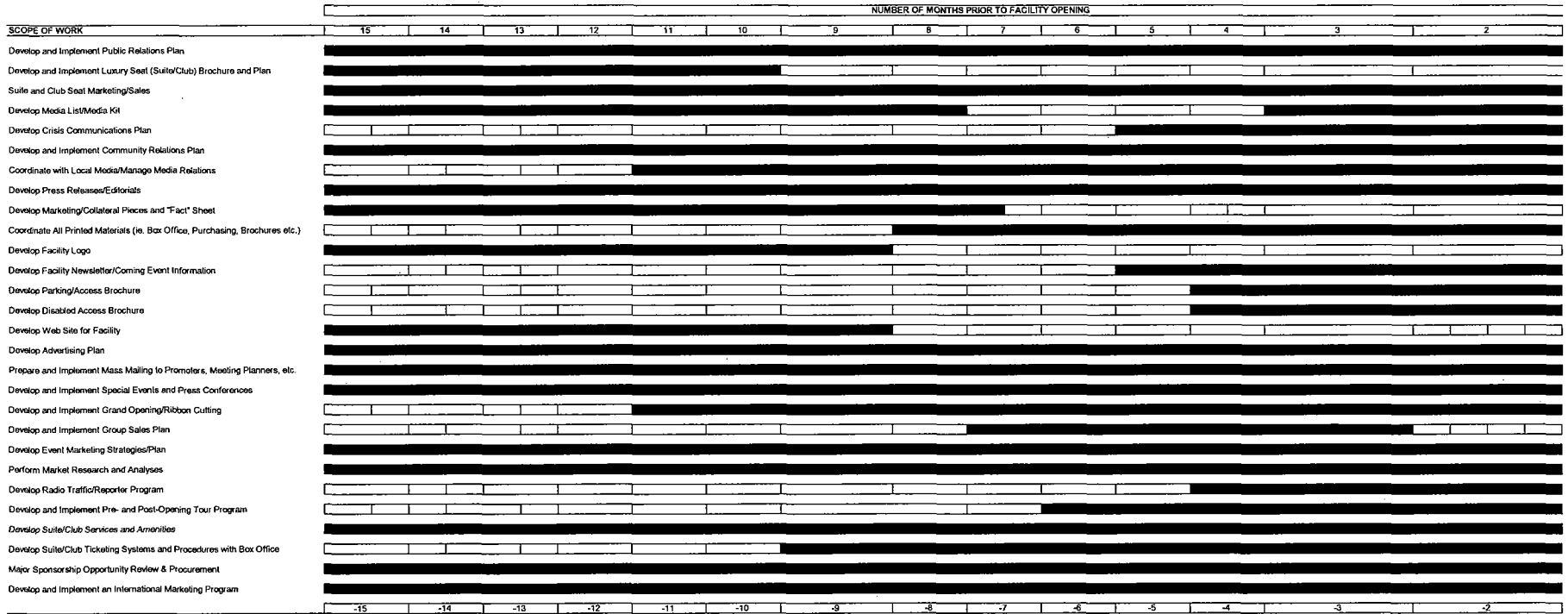
WBS:

SCOPE OF WORK	NUMBER OF MONTHS PRIOR TO FACILITY OPENING													
	-15	-14	-13	-12	-11	-10	-9	-8	-7	-6	-5	-4	-3	-2
Negotiate and Implement Labor Agreements														
Liaise with Construction Committee														
Determine Staffing Levels (for different events)														
Develop Cleaning Plans														
Develop Security Plans (24 Hour and Event)														
Coordinate/Meet with Local Police														
Prepare RFP's/Negotiate and Implement Service Contracts														
Develop Preventive Maintenance Programs/Procedures														
Develop Inventory Controls System/Procedures														
Develop Radio Communications Procedures														
Implement Purchasing Plan for Commodity Goods														
Coordinate Appropriate Programs with Human Resources ie OHS, WCB														
Develop Spare Parts Opening Inventory														
Negotiate and Implement Service Contracts on Mechanical Systems ⁽²⁾														
Develop the Telecommunications System Database with MIS														
Develop and Implement Tenant Relations Technical Plan(s)														
Develop Conversion Strategies/Plans														
Develop Emergency Procedures														
Coordinate/Meet with Local Fire Department														
Develop Preliminary Event Budgets														
Develop Preliminary Staffing Costs														
Develop Storage Plans														
Perform Mock Event(s)														
Train Staff														
Develop Event Management Procedures														
Develop First Aid Program/Procedures														
Develop Uniform Program/Distribution Procedures														
Review Seating Lay-Outs (Manifest) with Box Office Personnel														

SCHEDULE C - Pre-Opening
FACILITY MARKETING / SALES

arcti
SMC CA

REF:



SCHEDULE D - Pre-Opening
FINANCE AND BOX OFFICE

#REF!

FINANCE - SCOPE OF WORK	NUMBER OF MONTHS PRIOR TO FACILITY OPENING													
	-15	-14	-13	-12	-11	-10	-9	-8	-7	-6	-5	-4	-3	-2
Develop and Implement Accounting/Information Systems														
Develop and Implement Cash Management/Control Systems & Procedures														
Develop and Implement Time & Attendance/Payroll Systems														
Develop Financial Proforma/Budget Process & Procedures														
Develop and Implement Pre-Opening Operating Budget														
Develop First Year Operating Budget / Revise First Year Operating Budget														
Develop Rolling Forecast Model														
Develop and Implement the Building's Insurance Program														
Develop Salary/Wage Administration Process with Human Resources														
Develop Event Files														
Develop Purchasing Procedures														
Develop Internal Audit Procedures														
Set-up Permanent Files (contracts, leases, etc.)														
Establish Settlement/Billing Systems														
Perform Sub-Contractor Contract Review														
Establish Settle/Billing Systems with Major Tenant(s)														
Establish Funding Mechanism with Owners														
Coordinate/Meet with Ticketing Company														
Identify/Establish On-Line Ticketing Procedures														
Create Seating Lay-Outs (Manifests) for all configurations														
Verify Seating Lay-Outs with Operations Personnel														
Determine Most Appropriate Seating of House														
Develop Box Office Policies and Procedures														
Develop Ticketing Procedures														
Develop Box Office Accounting Procedures and Reporting														

SCHEDULE E - Pre-Opening
HUMAN RESOURCES

#REF!

	NUMBER OF MONTHS PRIOR TO FACILITY OPENING													
	-15	-14	-13	-12	-11	-10	-9	-8	-7	-6	-5	-4	-3	-2
HUMAN RESOURCES - SCOPE OF WORK														
Develop a Staffing Chart/Position Analysis (Organizational Chart)														
Develop Job Descriptions														
Develop and Implement Staffing														
Develop Performance Appraisal Processes and Procedures														
Develop Hiring and Firing Process and Procedures														
Develop Promotion and Demotion Process and Procedures														
Interview and Hire Management Staff														
Interview and Hire Non-Management Staff														
Develop and Coordinate Training Programs														
Develop and Coordinate Safety Programs/Committee														
Develop and Coordinate CDA Training and Compliance Programs														
Develop and Coordinate Customer Service Programs														
Determine Casual Employee Sources (ie. Colleges, High Schools, etc.)														
	-15	-14	-13	-12	-11	-10	-9	-8	-7	-6	-5	-4	-3	-2
MANAGEMENT INFORMATION SYSTEMS - SCOPE OF WORK														
Develop Telecommunications RFP with Consultant														
Analyze Telecommunications Bids with arcturus SMG Consultant														
Coordinate & Oversee Telecomm Installation/Testing/Acceptance/Training														
Negotiate and Implement Local and Long Distance Services														
Develop Computer/Network Requirements														
Conduct MIS Site Analysis														
Assist O&Y/SMG Consultant with Bidding and Procurement of Computer Equipment														
Coordinate and Oversee Computer/Network Install/Testing/Acceptance/Training														
Develop and Post Website with arcturus SMG Consultant														
Develop Ticketing and Tracking Systems														
	-15	-14	-13	-12	-11	-10	-9	-8	-7	-6	-5	-4	-3	-2

