



**City of Kingston  
Information Report to Council  
Report Number 15-426**

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**To:** Mayor and Members of Council  
**From:** Desirée Kennedy, Chief Financial Officer and City Treasurer  
**Resource Staff:** Stephen Dickey, Director of Financial Services  
Lana Foulds, Manager of Financial Planning  
**Date of Meeting:** November 17, 2015  
**Subject:** Third Quarter Operating Budget Status Report for 2015

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**Executive Summary:**

This information report is to provide a financial status update of the general operating fund as at September 30, 2015, the end of the third fiscal quarter.

**Recommendation:**

This report is for information purposes only.

November 17, 2015

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**Authorizing Signatures:**

ORIGINAL SIGNED BY CHIEF FINANCIAL OFFICER AND CITY TREASURER

**Desirée Kennedy, Chief Financial Officer and  
City Treasurer**

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER

**Gerard Hunt, Chief Administrative Officer**

**Consultation with the following Commissioners:**

Cynthia Beach, Corporate & Strategic Initiatives

Lanie Hurdle, Community Services

Denis Leger, Transportation, Facilities & Emergency Services

Jim Keech, President and CEO, Utilities Kingston

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**Options/Discussion:**

The financial information provided in this report is derived from the financial accounting records of the Corporation as at September 30, 2015. The report reflects the approved operating budget for the year 2015 together with 2015 actual year to date revenue and expenditure information. A variance column is provided for reference purposes and generally reflects the amount of revenues to be generated or expenditures to be spent over the balance of the year. With respect to the overall corporate results, three exhibits are attached, reported by group and summarized by department. Board and agency transfers and municipal utilities are summarized as well. Exhibit A reflects the net operating information (revenues less expenditures). Exhibits B and C reflect gross revenues and gross expenditures respectively.

This report also includes the 2015 third quarter results for the Grand Theatre, INVISTA Centre/ City Arenas and Rogers K-Rock Centre as provided in summary form by the departments in Exhibits D, E and F respectively.

Though the majority of revenues and expenditures to the end of the third quarter are tracking normally or reflect seasonal variances, there are some cost savings, offset by budget pressures as noted below. Based on current projections, we are expecting to be in a small surplus position at the end of the 2015 fiscal year.

Contributing to the year-end projections are savings in fuel and insurance costs as well as positive budget variances as a result of staff turnover and vacancies and careful management of other operating costs. These positive variances have been partially offset by budget pressures in winter control budgets which remain tight as a result of the heavy winter conditions experienced early in 2015. While some of the winter control costs are offset by reductions in other public works activities, costs will continue to be managed between now and the end of the year in an effort to offset winter control variances. The need to fund a portion of excess winter control expenditures from the working fund reserve in accordance with policy will be reviewed as part of the year end reporting processes.

Departments continue to work with finance staff to review variances on a regular basis.

**Existing Policy/By Law:**

By-law Number 2015-31, "A By-Law to Approve the 2015 Operating Budget"

**Notice Provisions:**

There are no notice provisions under the *Municipal Act, 2001* for this report.

**Accessibility Considerations:**

Exhibits to this report are available in an alternate format upon request.

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**Financial Considerations:**

There are no financial considerations at this time. Comments are contained in the Options/ Discussion section of this report and in the Exhibits that are attached.

**Contacts:**

Stephen Dickey, Director of Financial Services, Extension 2370

Lana Foulds, Manager of Financial Planning, Extension 2209

**Other City of Kingston Staff Consulted:**

Denis Leger, Commissioner, Transportation, Facilities and Emergency Services

Colin Wiginton, Director, Cultural Services

Adam McCluskey, Acting Director, Recreation & Leisure Services

**Exhibits Attached:**

Exhibit A: Net Operating Report

Exhibit B: Gross Revenues

Exhibit C: Gross Expenditures

Exhibit D: Grand Theatre Quarterly Performance Report

Exhibit E: INVISTA & Arenas Quarterly Performance Report

Exhibit F: Rogers K-Rock Centre Quarterly Performance Report

**City of Kingston  
 Net Operating  
 September 30, 2015**

	Actuals Year to Date	Annual Budget	Variance \$	75% of Year Actual to Budget %
Public Works	15,331,674	19,387,014	(4,055,340)	79%
Engineering	2,517,319	4,073,269	(1,555,950)	62%
Solid Waste	4,774,079	7,169,082	(2,395,003)	67%
<b>Public Works Services</b>	<b>22,623,072</b>	<b>30,629,365</b>	<b>(8,006,293)</b>	<b>74%</b>
Planning, Building & Licensing	1,883,780	2,776,157	(892,377)	68%
Housing & Social Services	12,888,910	17,528,197	(4,639,287)	74%
Recreation & Leisure Services	5,037,776	6,708,147	(1,670,371)	75%
Long Term Care	4,078,420	5,395,701	(1,317,281)	76%
Commissioner's Office	105,115	140,947	(35,832)	75%
<b>Community Services</b>	<b>23,994,002</b>	<b>32,549,149</b>	<b>(8,555,147)</b>	<b>74%</b>
Transportation Services	9,137,826	13,289,505	(4,151,679)	69%
Facilities Management & Construction Services	1,754,657	2,398,594	(643,937)	73%
Fire & Rescue	17,291,213	23,129,569	(5,838,356)	75%
Commissioner's Office	129,886	390,865	(260,979)	33%
<b>Transportation, Facilities &amp; Emergency Services</b>	<b>28,313,582</b>	<b>39,208,533</b>	<b>(10,894,951)</b>	<b>72%</b>
Environment & Sustainable Initiatives	588,038	1,078,672	(490,634)	55%
Cultural Services	2,813,903	4,016,462	(1,202,559)	70%
Legal Services	808,998	1,293,775	(484,778)	63%
City Clerk	1,193,611	1,702,951	(509,340)	70%
Human Resources & Organization Development	2,036,214	2,954,610	(918,396)	69%
Commissioner's Office & Land Development	492,994	682,567	(189,573)	72%
<b>Corporate and Strategic Initiatives</b>	<b>7,933,758</b>	<b>11,729,037</b>	<b>(3,795,279)</b>	<b>68%</b>
Mayor, Council, & CAO	1,026,011	1,432,665	(406,654)	72%
Strategic Communications	1,022,787	1,427,344	(404,557)	72%
Information Systems & Technology	2,421,887	3,186,643	(764,756)	76%
Financial Services	1,282,475	1,873,939	(591,464)	68%
<b>Finance, Technology, &amp; Administration</b>	<b>5,753,159</b>	<b>7,920,591</b>	<b>(2,167,432)</b>	<b>73%</b>
Agency Transfers	49,146,201	65,001,435	(15,855,234)	76%
Fiscal Services & Capital Levy	20,202,440	28,381,946	(8,179,506)	71%
<b>Agency and Board Transfers &amp; Fiscal Services</b>	<b>69,348,641</b>	<b>93,383,381</b>	<b>(24,034,740)</b>	<b>74%</b>
<b>Taxation Revenue</b>	<b>(215,748,786)</b>	<b>(215,420,056)</b>	<b>(328,730)</b>	<b>100%</b>
<b>Total</b>	<b>(57,782,573)</b>	<b>0</b>	<b>(57,782,573)</b>	
Water	(724,898)	0	(724,898)	
Wastewater	(1,062,379)	0	(1,062,379)	
Gas	(1,458,507)	0	(1,458,507)	
Appliance Rental	(120,594)	0	(120,594)	
<b>Municipal Utilities</b>	<b>(3,366,378)</b>	<b>0</b>	<b>(3,366,378)</b>	
<b>Total Net Operating</b>	<b>(61,148,951)</b>	<b>0</b>	<b>(61,148,951)</b>	

**City of Kingston  
Gross Revenue  
September 30, 2015**

	Actuals Year to Date	Annual Budget	Variance \$	75% of Year Actual to Budget %
Public Works	(287,649)	(663,553)	375,904	43%
Engineering	(595,450)	(481,971)	(113,479)	124%
Solid Waste	(2,689,331)	(3,433,340)	744,009	78%
<b>Public Works Services</b>	<b>(3,572,431)</b>	<b>(4,578,864)</b>	<b>1,006,433</b>	<b>78%</b>
Planning, Building & Licensing	(3,603,597)	(4,907,098)	1,303,501	73%
Housing & Social Services	(36,685,025)	(51,067,117)	14,382,092	72%
Recreation & Leisure Services	(5,893,370)	(8,091,184)	2,197,814	73%
Long Term Care	(8,513,465)	(11,244,475)	2,731,010	76%
Commissioner's Office	(90,736)	(150,342)	59,606	60%
<b>Community Services</b>	<b>(54,786,193)</b>	<b>(75,460,216)</b>	<b>20,674,023</b>	<b>73%</b>
Transportation Services	(12,270,195)	(16,511,947)	4,241,752	74%
Facilities Management & Construction Services	(2,259,203)	(3,175,308)	916,105	71%
Fire & Rescue	(146,303)	(301,593)	155,290	49%
Commissioner's Office	(1,532,358)	(1,969,570)	437,212	78%
<b>Transportation, Facilities &amp; Emergency Services</b>	<b>(16,208,059)</b>	<b>(21,958,418)</b>	<b>5,750,359</b>	<b>74%</b>
Environment & Sustainable Initiatives	(152,377)	(231,124)	78,747	66%
Cultural Services	(1,539,463)	(2,419,764)	880,301	64%
Legal Services	(1,871,547)	(2,283,860)	412,313	82%
City Clerk	(219,462)	(276,600)	57,138	79%
Human Resources & Organization Development	(193,919)	(258,559)	64,640	75%
Commissioner's Office & Land Development	(13,074)	(51,500)	38,426	25%
<b>Corporate and Strategic Initiatives</b>	<b>(3,989,841)</b>	<b>(5,521,407)</b>	<b>1,531,566</b>	<b>72%</b>
Mayor, Council, & CAO	(39,168)	(172,750)	133,582	23%
Strategic Communications	(707,398)	(988,643)	281,245	72%
Information Systems & Technology	(1,022,437)	(1,356,948)	334,511	75%
Financial Services	(647,189)	(816,534)	169,345	79%
<b>Finance, Technology, &amp; Administration</b>	<b>(2,416,192)</b>	<b>(3,334,875)</b>	<b>918,683</b>	<b>72%</b>
Agency Transfers	(446,270)	(463,727)	17,457	96%
Fiscal Services & Capital Levy	(5,086,646)	(9,162,851)	4,076,205	56%
<b>Agency and Board Transfers &amp; Fiscal Services</b>	<b>(5,532,917)</b>	<b>(9,626,578)</b>	<b>4,093,661</b>	<b>57%</b>
<b>Taxation Revenue</b>	<b>(220,625,193)</b>	<b>(219,722,223)</b>	<b>(902,970)</b>	<b>100%</b>
<b>Total</b>	<b>(307,130,825)</b>	<b>(340,202,581)</b>	<b>33,071,756</b>	<b>90%</b>
Water	(18,753,879)	(25,253,134)	6,499,255	74%
Wastewater	(21,201,852)	(28,614,583)	7,412,731	74%
Gas	(21,152,056)	(39,275,000)	18,122,944	54%
Appliance Rental	(1,765,929)	(2,211,000)	445,071	80%
<b>Municipal Utilities</b>	<b>(62,873,716)</b>	<b>(95,353,717)</b>	<b>32,480,001</b>	<b>66%</b>
<b>Total Revenue</b>	<b>(370,004,541)</b>	<b>(435,556,298)</b>	<b>65,551,757</b>	<b>85%</b>

**City of Kingston  
 Gross Expenditures  
 September 30, 2015**

	Actuals Year to Date	Annual Budget	Variance \$	75% of Year Actual to Budget %
Public Works	15,619,324	20,050,567	(4,431,243)	78%
Engineering	3,112,769	4,555,240	(1,442,471)	68%
Solid Waste	7,463,410	10,602,422	(3,139,012)	70%
<b>Public Works Services</b>	<b>26,195,503</b>	<b>35,208,229</b>	<b>(9,012,726)</b>	<b>74%</b>
Planning, Building & Licensing	5,487,377	7,683,255	(2,195,878)	71%
Housing & Social Services	49,573,935	68,595,314	(19,021,379)	72%
Recreation & Leisure Services	10,931,147	14,799,331	(3,868,184)	74%
Long Term Care	12,591,885	16,640,176	(4,048,291)	76%
Commissioner's Office	195,851	291,289	(95,438)	67%
<b>Community Services</b>	<b>78,780,195</b>	<b>108,009,365</b>	<b>(29,229,170)</b>	<b>73%</b>
Transportation Services	21,408,021	29,801,452	(8,393,431)	72%
Facilities Management & Construction Services	4,013,859	5,573,902	(1,560,043)	72%
Fire & Rescue	17,437,516	23,431,162	(5,993,646)	74%
Commissioner's Office	1,662,243	2,360,435	(698,192)	70%
<b>Transportation, Facilities &amp; Emergency Services</b>	<b>44,521,641</b>	<b>61,166,951</b>	<b>(16,645,310)</b>	<b>73%</b>
Environment & Sustainable Initiatives	740,415	1,309,796	(569,381)	57%
Cultural Services	4,353,365	6,436,226	(2,082,861)	68%
Legal Services	2,680,544	3,577,635	(897,091)	75%
City Clerk	1,413,073	1,979,551	(566,478)	71%
Human Resources & Organization Development	2,230,133	3,213,169	(983,036)	69%
Commissioner's Office & Land Development	506,068	734,067	(227,999)	69%
<b>Corporate and Strategic Initiatives</b>	<b>11,923,599</b>	<b>17,250,444</b>	<b>(5,326,845)</b>	<b>69%</b>
Mayor, Council, & CAO	1,065,179	1,605,415	(540,236)	66%
Strategic Communications	1,730,185	2,415,987	(685,802)	72%
Information Systems & Technology	3,444,323	4,543,591	(1,099,268)	76%
Financial Services	1,929,664	2,690,473	(760,809)	72%
<b>Finance, Technology, &amp; Administration</b>	<b>8,169,351</b>	<b>11,255,466</b>	<b>(3,086,115)</b>	<b>73%</b>
Agency & Board Transfers	49,592,472	65,465,162	(15,872,690)	76%
Fiscal Services & Capital Levy	25,289,086	37,544,797	(12,255,711)	67%
<b>Agency and Board Transfers &amp; Fiscal Services</b>	<b>74,881,558</b>	<b>103,009,959</b>	<b>(28,128,402)</b>	<b>73%</b>
<b>Taxation Revenue</b>	<b>4,876,406</b>	<b>4,302,167</b>	<b>574,239</b>	<b>113%</b>
<b>Total</b>	<b>249,348,252</b>	<b>340,202,581</b>	<b>(90,854,329)</b>	<b>73%</b>
Water	18,028,981	25,253,134	(7,224,153)	71%
Wastewater	20,139,473	28,614,583	(8,475,110)	70%
Gas	19,693,549	39,275,000	(19,581,451)	50%
Appliance Rental	1,645,335	2,211,000	(565,665)	74%
<b>Municipal Utilities</b>	<b>59,507,338</b>	<b>95,353,717</b>	<b>(35,846,379)</b>	<b>62%</b>
<b>Total Expenditures</b>	<b>308,855,590</b>	<b>435,556,298</b>	<b>(126,700,709)</b>	<b>71%</b>

## Grand Theatre Quarterly Performance Report

Period: Third Quarter: For the nine months ending September 30, 2015

### Financial Performance:

	Actuals to Date	2015 Budget	Expected by Year End	Variance	Previous Year Comparators	
					Total 2014	Q3 2014
<b>Income</b>						
Rental Revenue	(85,998)	(130,000)	(130,000)	0	(140,684)	(95,464)
Other Revenues & Recoveries <sup>1</sup>	(517,875)	(767,730)	(767,730)	0	(806,191)	(528,133)
<b>Total Income</b>	<b>(603,872)</b>	<b>(897,730)</b>	<b>(897,730)</b>	<b>0</b>	<b>(946,875)</b>	<b>(623,597)</b>
<b>Expenditure</b>						
Operational Expenditures <sup>2</sup>	970,082	1,374,916	1,374,916	0	1,304,569	871,454
Contributions to Reserve Funds	86,294	112,619	112,619	0	151,075	106,208
<b>Total Expenditures</b>	<b>1,056,377</b>	<b>1,487,535</b>	<b>1,487,535</b>	<b>0</b>	<b>1,455,644</b>	<b>977,662</b>
<b>Net</b>	<b>452,504</b>	<b>589,805</b>	<b>589,805</b>	<b>0</b>	<b>508,769</b>	<b>354,065</b>

### Notes

<sup>1</sup> Includes concession sales, expenditure recoveries, box office fees and a capital improvement surcharge

<sup>2</sup> Includes staffing, facility-related costs, box office costs, concessions and technical costs



## Grand Theatre Quarterly Performance Report

Period: Third Quarter: For the nine months ending September 30, 2015

### Operational Performance:

Key Indicators:	Actuals to Date		Projected		Budgeted	
	Regina Rosen	Baby Grand	Regina Rosen	Baby Grand	Regina Rosen	Baby Grand
Days of Use						
Performance <sup>1</sup>	91	33	134	52	124	82
Non Performance <sup>2</sup>	32	77	114	84	23	44
<b>Total Use (by space)</b>	123	110	248	136	147	126
<b>Total Use (combined)</b>	<b>233</b>		<b>384</b>		<b>273</b>	

Attendance	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	2015 Total
On-site Events <sup>3</sup>	16,787	13,475	8,153	0	38,415
Off-site Events <sup>4</sup>	3,310	1,795	4,134	0	9,239
<b>Total</b>	<b>20,097</b>	<b>15,270</b>	<b>12,287</b>	<b>0</b>	<b>47,654</b>

### Notes

<sup>1</sup> Includes ticketed events only (Community, Commercial, Grand Theatre Presents)

<sup>2</sup> Includes load-ins, tech days, rehearsal days, dark days and load-outs

<sup>3</sup> Includes all ticketed events sold through the Grand Theatre and held on-site

<sup>4</sup> Includes all ticketed events sold through the Grand Theatre but held off-site [i.e. Domino Theatre, Isabel Bader Centre for the Performing Arts (Kingston Symphony) and Kingston Writersfest]

## INVISTA & Arenas Quarterly Performance Report

Period: Third Quarter: For the nine months ending September 30, 2015

### Financial Performance: INVISTA

	Actuals to Date	2015 Budget	Expected by Year End	Variance	Previous Year Comparators	
					Total 2014	Q3 2014
<b>Income</b>						
Ice Rentals <sup>1</sup>	(1,595,483)	(2,430,800)	(2,325,165)	105,635	(2,398,871)	(1,644,520)
Other Revenues and Recoveries	(213,452)	(308,432)	(312,586)	(4,154)	(332,797)	(241,576)
	<b>(1,808,934)</b>	<b>(2,739,232)</b>	<b>(2,637,751)</b>	<b>101,481</b>	<b>(2,731,668)</b>	<b>(1,886,096)</b>
<b>Expenditure</b>						
Operational Expenditures	1,759,009	2,385,996	2,394,926	8,930	2,344,958	1,682,190
Contributions to Reserves	1,083,648	1,444,864	1,444,864	-	1,402,780	1,052,085
	<b>2,842,657</b>	<b>3,830,860</b>	<b>3,839,790</b>	<b>8,930</b>	<b>3,747,738</b>	<b>2,734,275</b>
<b>Net</b>	<b>1,033,723</b>	<b>1,091,628</b>	<b>1,202,039</b>	<b>110,412</b>	<b>1,016,069</b>	<b>848,179</b>

**Note<sup>1</sup>:** Reduced inventory of ice available in summer due to additional maintenance.

### Summary of Ice Revenues - All Arenas

Facility	Actual 2015	Budget 2015	Expected by Year End	% 2015	Total 2014	Q3 2014
INVISTA Centre	(1,595,483)	(2,430,800)	(2,325,165)	66%	(2,398,871)	(1,644,520)
Cataraqui-Kinsmen	(345,276)	(623,150)	(623,150)	55%	(647,795)	(341,717)
Memorial Centre	(189,282)	(412,000)	(412,000)	46%	(403,803)	(198,764)
C70	(175,488)	(334,750)	(334,750)	52%	(299,677)	(161,440)
<b>Total</b>	<b>(2,305,529)</b>	<b>(3,800,700)</b>	<b>(3,695,065)</b>	<b>61%</b>	<b>(3,750,147)</b>	<b>(2,346,441)</b>

## INVISTA & Arenas Quarterly Performance Report

Period: Third Quarter: For the nine months ending September 30, 2015

### Operational Performance: All Arenas

Ice Rentals	INVISTA		Cataraqui-Kinsmen Centre, Memorial Centre, Centre 70		Total All Arenas	
	Hours	%	Hours	%	Hours	%
<b>Prime</b>						
Total Available	7,520		3,803		11,323	
Booked	5,790	77%	3,211	84%	9,001	79%
Vacant	1,730	23%	592	16%	2,322	21%
<b>Non-Prime</b>						
Total Available	7,340		1,296		8,636	
Booked	2,691	37%	455	35%	3,146	36%
Vacant	4,649	63%	841	65%	5,490	64%
<b>Distribution of Ice</b>						
Total	7,568					
Youth	5,553	73%				
Adult	2,015	27%				

Hall Rentals	INVISTA	
	Hours	%
<b>Halls</b>		
Total Available	11,712	
Booked	2,922	25%
Vacant	8,790	75%
<b>Distribution of Halls</b>		
Internal	393	14%
External	1,906	65%
Partner Groups	623	21%

## Rogers K-Rock Centre Quarterly Performance Report

Period: Third Quarter: For the Nine Months ending September 30, 2015

### Financial Performance:

Income	Actuals to Date	2015 Budget	Expected by Year End	Variance	Previous Year Comparators	
					Total 2014	Q3 2014
SMG Events	(556,807)	(857,067)	(679,608)	177,459	(830,199)	(600,974)
Kingston Frontenacs Events	(266,661)	(488,344)	(431,004)	57,340	(426,940)	(240,748)
Other Revenues and Recoveries	(1,032,802)	(1,454,135)	(1,429,467)	24,668	(1,370,857)	(963,837)
	<b>(1,856,270)</b>	<b>(2,799,546)</b>	<b>(2,540,079)</b>	<b>259,467</b>	<b>(2,627,996)</b>	<b>(1,805,559)</b>
<b>Expenditure</b>						
Operational Expenditures	1,454,351	2,097,171	1,990,035	(107,136)	2,042,609	1,464,812
	<b>1,454,351</b>	<b>2,097,171</b>	<b>1,990,035</b>	<b>(107,136)</b>	<b>2,042,609</b>	<b>1,464,812</b>
<b>Net Income From Operations</b>	<b>(401,919)</b>	<b>(702,375)</b>	<b>(550,044)</b>	<b>152,331</b>	<b>(585,387)</b>	<b>(340,747)</b>

(Prior to Reserve Fund Contributions & Management Fees)

## Rogers K-Rock Centre Quarterly Performance Report

Period: Third Quarter: For the Nine Months ending September 30, 2015

### Operational Performance:

Key Indicators:	2015 Actual	2015 Budget	Variance	% Achieved
<b>Revenues</b>				
SMG Spectator Events	(487,698)	(816,031)	(328,333)	60%
SMG Non-Spectator Events	(69,109)	(41,036)	28,073	168%
SMG Events	(556,807)	(857,067)	(300,260)	65%
Frontenacs Events	(266,661)	(488,344)	(221,683)	55%
Total Event Income	(823,468)	(1,345,411)	(521,943)	61%
Suites/Club Seats	(605,540)	(758,008)	(152,468)	80%
Naming/Advertising	(344,421)	(507,127)	(162,706)	68%
Ice Rentals	(75,374)	(170,000)	(94,626)	44%
Other	(7,467)	(19,000)	(11,533)	39%
	<b>(1,856,270)</b>	<b>(2,799,546)</b>	<b>(943,276)</b>	<b>66%</b>
<b>Expenses</b>				
Operating	1,454,351	2,097,171	642,820	69%
<b>Net Income</b>	<b>(401,919)</b>	<b>(702,375)</b>	<b>(300,456)</b>	<b>57%</b>

<b>Number of Events</b>				
SMG Spectator Events	20	45	25	44%
SMG Non-Spectator Events	34	30	(4)	113%
SMG Events	54	75	21	72%
Frontenacs Events	21	43	22	49%
Total Number of Events	<b>75</b>	<b>118</b>	<b>43</b>	<b>64%</b>

<b>Attendance</b>				
SMG Spectator Events	49,085	104,350	55,265	47%
SMG Non-Spectator Events	18,787	30,339	11,552	62%
SMG Events	67,872	134,689	66,817	50%
Frontenacs Events	69,540	124,212	54,672	56%
Total Attendance	<b>137,412</b>	<b>258,901</b>	<b>121,489</b>	<b>53%</b>

Note: Spectator Events include: Concerts, Family Shows, Entertainment Events, Performing Arts and Sporting Events  
 Non-Spectator Events include: Assemblies, Banquets, Conventions, Meetings, Other Events

## Rogers K-Rock Centre

### Quarterly Performance Report

#### Third Quarter ending September 30, 2015

The Rogers K-Rock Centre operating agreement (2013-2017) now includes a requirement for SMG to provide a detailed qualitative performance report to the City's contract administrator on a quarterly basis.

In addition to the financial information on year-to-date results of operations and key performance indicators, the quarterly report now includes a summary of year-to-date (YTD) qualitative performance measures.

Qualitative initiatives are developed annually and reported in greater detail in the Operator Annual Plan, typically presented in the 4<sup>th</sup> Quarter of each year, prior to budget deliberations.

#### A. Community Involvement

<b>Meetings, Events, Public Speaking, Outreach:</b>	<b><u># of occurrences – YTD</u></b>
• KEDCO	3
• Downtown Kingston! BIA	18
• Chamber of Commerce	5
• Post-secondary institutions	4
• Military & business	15
• Tourism	8
• Other Community/Charity	21

  

<b>Community Support</b>	<b><u># of contributions - YTD</u></b>
• In Kind - Facility (total value - \$13,820)	25
• Cash – SMG (total value - \$9,787)	14

#### B. Tenant/User Relations

##### Kingston Frontenacs

- Worked with Frontenacs' staff with regards to joint sales coordination and pre-game television spot for upcoming events.

#### C. Customer Satisfaction/ Sales & Marketing

Three (3) promoter surveys were conducted during the quarter which indicated very favourable results and top marks in customer service.