



**City of Kingston  
Information Report to Council  
Report Number 18-337**

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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:** September 4, 2018  
**Subject:** Second Quarter Operating Budget Status Report for 2018

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**Executive Summary:**

This information report provides a financial status update of the general operating budget as at June 30, 2018. Exhibits to the report provide detailed budget and actual information and resulting variances as at the end of the second fiscal quarter. Revenues and expenditures are tracking normally with reported variances resulting from seasonality and other operational factors.

In order to ensure that net spending remains within approved budget parameters, staff regularly monitor and review budget variance information. This allows for unanticipated variances to be identified on a timely basis and any necessary corrective action to be taken in response to changing circumstances and conditions. Further information on year-to-date results is included in the body of this report.

**Recommendation:**

This report is for information purposes only.

**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 Members of the Corporate Management Team:**

- |   |   |
|---|---|
| Lanie Hurdle, Commissioner, Community Services            | √ |
| Jim Keech, President and CEO, Utilities Kingston          | √ |
| Denis Leger, Commissioner, Corporate & Emergency Services | √ |

## Options/Discussion:

The financial information provided in this report is derived from the financial accounting records of the Corporation as at June 30, 2018. The report reflects the approved operating budget for the year 2018 together with 2018 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. The actual to budget percent column provides a comparative indicator of the proportion of the annualized budget that has been spent or received to date.

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 2018 second quarter results for the Grand Theatre, INVISTA Centre and Arenas and Leon's Centre (formerly Rogers K-Rock Centre) as provided in summary form by the departments in Exhibits D, E and F respectively.

The majority of revenues and expenditures to the end of the second quarter are tracking as expected and reflect seasonal variances as follows:

- Public Works Services – winter control costs proportionately higher in the first half of the year.
- Engineering – seasonality of work is reflected in lower expenditures to date.
- Planning, Building & Licensing – timing of hiring and licensing revenue recognition are impacting year to date results.
- Cultural Services – the majority of grants and contributions to others are paid out in the first half of the year.
- Recreation and Leisure Services - registration, membership and marina revenues higher in the first half of the year; wage costs typically lower at mid-year - will eventually be offset by summer student costs.
- Long Term Care – wage costs typically lower at mid-year - will eventually be offset by costs of annual vacation leave.
- City Clerk – reflects budgeted election costs which will be incurred later in the year.

Solid Waste reports a favourable variance at the end of the second quarter; however, it is anticipated that these operations will experience some budgeting challenges over the remainder of the year. We are continuing to see a weakening in the markets for recyclables which is putting pressure on our projected revenues from the sale of these materials. As well, recently negotiated contracts for the processing of recyclables are reflecting higher cost increases than projected. Staff will continue to monitor these projections.

Fuel prices continue to exceed projections; however, volume forecasts related to the May launch of the Montreal Street Express Route have offset this expenditure category for the first half of the year.

Departments continue to work with finance staff to review variances on a regular basis with a goal to have a balanced budget by year end.

**Existing Policy/By Law:**

By-Law Number 2018-18, A By-Law to Approve the 2018 Operating Budget

**Notice Provisions:**

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

**Accessibility Considerations:**

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

**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 attached.

**Contacts:**

Stephen Dickey, Director of Financial Services, Extension 2370

Lana Foulds, Manager of Financial Planning, Extension 2209

**Other City of Kingston Staff Consulted:**

Colin Wiginton, Director, Cultural Services

Luke Follwell, Director, Recreation & Leisure Services

Laura Deak, Manager of Finance, Utilities Kingston

**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 Centre and Arenas Quarterly Performance Report

Exhibit F: Leon's Centre Quarterly Performance Report

**City of Kingston  
Net Operating  
As At June 30, 2018**

	Actuals Year to Date	Annual Budget	Variance \$	YTD = 50% Actual to Budget %
Transit & Fleet Services	7,420,832	16,174,719	8,753,887	45.88%
Transportation Services	488,850	1,084,944	596,094	45.06%
Public Works Services	11,865,002	21,866,785	10,001,783	54.26%
Solid Waste Services	3,141,815	7,565,678	4,423,863	41.53%
Engineering Services	657,540	2,335,604	1,678,064	28.15%
<b>Transportation &amp; Infrastructure Services</b>	<b>23,574,039</b>	<b>49,027,730</b>	<b>25,453,691</b>	<b>48.08%</b>
Real Estate & Environmental Initiatives	463,569	1,054,754	591,185	43.95%
Planning, Building, & Licensing	1,012,173	2,902,943	1,890,770	34.87%
Cultural Services	2,414,562	4,373,876	1,959,314	55.20%
Recreation & Leisure Services	3,070,105	7,669,494	4,599,389	40.03%
Housing & Social Services	8,696,902	17,087,184	8,390,282	50.90%
Long Term Care	2,542,147	5,662,898	3,120,751	44.89%
Communications & Customer Experience	704,363	1,520,925	816,562	46.31%
Commissioner's Office	215,354	445,812	230,458	48.31%
<b>Community Services</b>	<b>19,119,175</b>	<b>40,717,886</b>	<b>21,598,711</b>	<b>46.96%</b>
Human Resources & Organization Development	1,443,803	3,072,312	1,628,509	46.99%
Facilities Management & Construction Services	1,417,546	3,028,241	1,610,695	46.81%
Legal Services & Insurance Services	637,799	1,287,802	650,003	49.53%
City Clerk	604,210	1,714,993	1,110,783	35.23%
Fire & Rescue	11,592,580	24,676,998	13,084,418	46.98%
Airport	49,917	35,000	(14,917)	142.62%
Commissioner's Office	154,984	313,281	158,297	49.47%
<b>Corporate &amp; Emergency Services</b>	<b>15,900,839</b>	<b>34,128,627</b>	<b>18,227,788</b>	<b>46.59%</b>
Mayor, Council, & CAO	748,725	1,773,624	1,024,899	42.21%
Information Systems & Technology	1,908,420	3,647,459	1,739,039	52.32%
Financial Services	884,615	1,919,834	1,035,219	46.08%
<b>Finance, Technology, &amp; Administration</b>	<b>3,541,760</b>	<b>7,340,917</b>	<b>3,799,157</b>	<b>48.25%</b>
Agency Transfers	35,438,974	70,402,229	34,963,255	50.34%
Fiscal Services & Capital Levy	18,267,255	35,266,166	16,998,911	51.80%
<b>Agency and Board Transfers &amp; Fiscal Services</b>	<b>53,706,229</b>	<b>105,668,395</b>	<b>51,962,166</b>	<b>50.83%</b>
<b>Sub-Total</b>	<b>115,842,042</b>	<b>236,883,555</b>	<b>121,041,513</b>	<b>48.90%</b>
<b>Taxation Revenue</b>	<b>(236,186,273)</b>	<b>(236,883,553)</b>	<b>(697,280)</b>	<b>99.71%</b>
<b>Total</b>	<b>(120,344,233)</b>	<b>-</b>	<b>120,344,233</b>	
Water	(651,304)		651,304	0.00%
Wastewater	(663,411)		663,411	0.00%
Gas	(1,160,193)		1,160,193	0.00%
Appliance Rental	(80,464)		80,464	0.00%
<b>Municipal Utilities</b>	<b>(2,555,372)</b>	<b>-</b>	<b>2,555,372</b>	<b>0.00%</b>
<b>Total Net Operating</b>	<b>(122,899,605)</b>	<b>-</b>	<b>122,899,605</b>	

**City of Kingston  
Gross Revenue  
As At June 30, 2018**

	<b>Actuals Year to Date</b>	<b>Annual Budget</b>	<b>Variance \$</b>	<b>YTD = 50% Actual to Budget %</b>
Transit & Fleet Services	(5,393,993)	(10,662,082)	(5,268,089)	50.59%
Transportation Services	(4,449,423)	(9,154,162)	(4,704,739)	48.61%
Public Works Services	(386,998)	(524,418)	(137,420)	73.80%
Solid Waste Services	(1,974,144)	(3,751,735)	(1,777,591)	52.62%
Engineering Services	(404,012)	(569,520)	(165,508)	70.94%
<b>Transportation &amp; Infrastructure Services</b>	<b>(12,608,570)</b>	<b>(24,661,917)</b>	<b>(12,053,347)</b>	<b>51.13%</b>
Real Estate & Environmental Initiatives	(95,397)	(300,793)	(205,396)	31.72%
Planning, Building, & Licensing	(2,360,648)	(4,991,620)	(2,630,972)	47.29%
Cultural Services	(1,280,155)	(2,305,986)	(1,025,831)	55.51%
Recreation & Leisure Services	(4,902,395)	(9,084,525)	(4,182,130)	53.96%
Housing & Social Services	(27,495,912)	(59,546,498)	(32,050,586)	46.18%
Long Term Care	(6,061,094)	(12,218,729)	(6,157,635)	49.60%
Communications & Customer Experience	(470,144)	(1,070,288)	(600,144)	43.93%
Commissioner's Office	(68,312)	(80,000)	(11,688)	85.39%
<b>Community Services</b>	<b>(42,734,057)</b>	<b>(89,598,439)</b>	<b>(46,864,382)</b>	<b>47.70%</b>
Human Resources & Organization Development	(142,267)	(308,908)	(166,641)	46.05%
Facilities Management & Construction Services	(1,537,617)	(3,244,445)	(1,706,828)	47.39%
Legal Services & Insurance Services	(815,823)	(1,996,542)	(1,180,719)	40.86%
City Clerk	(246,951)	(813,922)	(566,971)	30.34%
Fire & Rescue	(200,799)	(326,794)	(125,995)	61.45%
Airport	(727,250)	(1,607,358)	(880,108)	45.25%
<b>Corporate &amp; Emergency Services</b>	<b>(3,670,707)</b>	<b>(8,297,969)</b>	<b>(4,627,262)</b>	<b>44.24%</b>
Mayor, Council, & CAO	(256,989)	(679,135)	(422,146)	37.84%
Information Systems & Technology	(714,366)	(1,440,065)	(725,699)	49.61%
Financial Services	(530,504)	(1,097,516)	(567,012)	48.34%
<b>Finance, Technology, &amp; Administration</b>	<b>(1,501,859)</b>	<b>(3,216,716)</b>	<b>(1,714,857)</b>	<b>46.69%</b>
Agency Transfers	(134,969)	(583,254)	(448,285)	23.14%
Fiscal Services & Capital Levy	(4,730,371)	(9,916,341)	(5,185,970)	47.70%
<b>Agency and Board Transfers &amp; Fiscal Services</b>	<b>(4,865,340)</b>	<b>(10,499,595)</b>	<b>(5,634,255)</b>	<b>43.02%</b>
<b>Sub-Total</b>	<b>(65,380,533)</b>	<b>(136,274,636)</b>	<b>(70,894,103)</b>	<b>47.98%</b>
<b>Taxation Revenue</b>	<b>(240,996,809)</b>	<b>(242,221,998)</b>	<b>(1,225,189)</b>	<b>99.49%</b>
<b>Total</b>	<b>(306,377,342)</b>	<b>(378,496,634)</b>	<b>(72,119,292)</b>	<b>80.95%</b>
Water	(13,614,762)	(26,330,000)	(12,715,238)	44.11%
Wastewater	(15,867,753)	(30,668,500)	(14,800,747)	44.28%
Gas	(18,367,746)	(35,190,550)	(16,822,804)	49.17%
Appliance Rental	(1,379,505)	(2,663,220)	(1,283,715)	51.80%
<b>Municipal Utilities</b>	<b>(49,229,766)</b>	<b>(94,852,270)</b>	<b>(45,622,504)</b>	<b>51.90%</b>
<b>Total Net Operating</b>	<b>(355,607,108)</b>	<b>(473,348,904)</b>	<b>(117,741,796)</b>	<b>75.13%</b>

**City of Kingston  
Gross Expenditures  
As At June 30, 2018**

**YTD = 50%**  
**Actual to**  
**Budget**  
**%**

	<b>Actuals</b> <b>Year to Date</b>	<b>Annual</b> <b>Budget</b>	<b>Variance</b> <b>\$</b>	<b>Actual to</b> <b>Budget</b> <b>%</b>
Transit & Fleet Services	12,814,825	26,836,801	14,021,976	47.75%
Transportation Services	4,938,273	10,239,106	5,300,833	48.23%
Public Works Services	12,252,000	22,391,203	10,139,203	54.72%
Solid Waste Services	5,115,959	11,317,413	6,201,454	45.20%
Engineering Services	1,061,552	2,905,124	1,843,572	36.54%
<b>Transportation &amp; Infrastructure Services</b>	<b>36,182,609</b>	<b>73,689,647</b>	<b>37,507,038</b>	<b>49.10%</b>
Real Estate & Environmental Initiatives	558,966	1,355,547	796,581	41.24%
Planning, Building, & Licensing	3,372,821	7,894,563	4,521,742	42.72%
Cultural Services	3,694,717	6,679,862	2,985,145	55.31%
Recreation & Leisure Services	7,972,500	16,754,019	8,781,519	47.59%
Housing & Social Services	36,192,814	76,633,682	40,440,868	47.23%
Long Term Care	8,603,241	17,881,627	9,278,386	48.11%
Communications & Customer Experience	1,174,507	2,591,213	1,416,706	45.33%
Commissioner's Office	283,666	525,812	242,146	53.95%
<b>Community Services</b>	<b>61,853,232</b>	<b>130,316,325</b>	<b>68,463,093</b>	<b>47.46%</b>
Human Resources & Organization Development	1,586,070	3,381,220	1,795,150	46.91%
Facilities Management & Construction Services	2,955,163	6,272,686	3,317,523	47.11%
Legal Services & Insurance Services	1,453,622	3,284,344	1,830,722	44.26%
City Clerk	851,161	2,528,915	1,677,754	33.66%
Fire & Rescue	11,793,379	25,003,792	13,210,413	47.17%
Airport	777,167	1,642,358	865,191	47.32%
Commissioner's Office	154,984	313,281	158,297	49.47%
<b>Corporate &amp; Emergency Services</b>	<b>19,571,546</b>	<b>42,426,596</b>	<b>22,855,050</b>	<b>46.13%</b>
Mayor, Council, & CAO	1,005,714	2,452,759	1,447,045	41.00%
Information Systems & Technology	2,622,786	5,087,524	2,464,738	51.55%
Financial Services	1,415,119	3,017,350	1,602,231	46.90%
<b>Finance, Technology, &amp; Administration</b>	<b>5,043,619</b>	<b>10,557,633</b>	<b>5,514,014</b>	<b>47.77%</b>
Agency Transfers	35,573,943	70,985,483	35,411,540	50.11%
Fiscal Services & Capital Levy	22,997,626	45,182,507	22,184,881	50.90%
<b>Agency and Board Transfers &amp; Fiscal Services</b>	<b>58,571,569</b>	<b>116,167,990</b>	<b>57,596,421</b>	<b>50.42%</b>
<b>Sub-Total</b>	<b>181,222,575</b>	<b>373,158,191</b>	<b>191,935,616</b>	<b>48.56%</b>
<b>Taxation Revenue</b>	<b>4,810,536</b>	<b>5,338,444</b>	<b>527,908</b>	<b>90.11%</b>
<b>Total</b>	<b>186,033,111</b>	<b>378,496,635</b>	<b>192,463,524</b>	<b>49.15%</b>
Water	12,963,458	26,330,000	13,366,542	43.48%
Wastewater	15,204,342	30,668,500	15,464,158	43.37%
Gas	17,207,553	35,190,550	17,982,997	45.95%
Appliance Rental	1,299,041	2,663,220	1,364,179	47.56%
<b>Municipal Utilities</b>	<b>46,674,394</b>	<b>94,852,270</b>	<b>48,177,876</b>	<b>44.48%</b>
<b>Total Net Operating</b>	<b>232,707,505</b>	<b>473,348,905</b>	<b>240,641,400</b>	<b>49.16%</b>

## Grand Theatre Quarterly Performance Report

Period: Second Quarter: For the six months ending June 30, 2018

### Financial Performance:

Income	Actuals to Date	2018 Budget	Expected by Year End	Variance	Previous Year Comparators	
					Total 2017	2nd Quarter 2017
Rental Revenue	\$ (118,546)	\$ (166,000)	\$ (166,000)	0	\$ (167,074)	\$ (78,502)
Other Revenues & Recoveries <sup>1</sup>	(533,177)	(893,000)	(893,000)	0	(819,140)	(393,650)
<b>Total Income</b>	<b>\$ (651,724)</b>	<b>\$ (1,059,000)</b>	<b>\$ (1,059,000)</b>	<b>0</b>	<b>\$ (986,214)</b>	<b>\$ (472,152)</b>
<b>Expenditure</b>						
Operational Expenditures <sup>2</sup>	\$ 789,874	\$ 1,515,799	\$ 1,515,799	0	\$ 1,391,911	\$ 695,809
Contributions to Reserve Funds	69,255	150,000	150,000	0	123,989	57,755
<b>Total Expenditures</b>	<b>\$ 859,129</b>	<b>\$ 1,665,799</b>	<b>\$ 1,665,799</b>	<b>0</b>	<b>\$ 1,515,900</b>	<b>\$ 753,564</b>
<b>Net</b>	<b>\$ 207,405</b>	<b>\$ 606,799</b>	<b>\$ 606,799</b>	<b>0</b>	<b>\$ 529,686</b>	<b>\$ 281,412</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: Second Quarter: For the six months ending June 30, 2018

### Operational Performance:

Key Indicators:	Actuals to Date		Budgeted	
	Regina Rosen	Baby Grand	Regina Rosen	Baby Grand
Days of Use				
Performance <sup>1</sup>	68	71	110	55
Non Performance <sup>2</sup>	36	48	98	74
<b>Total Use (by space)</b>	104	119	208	129
<b>Total Use (combined)</b>	<b>223</b>		<b>337</b>	

Attendance	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	2018 Total	2017 Q2
On-site Events <sup>3</sup>	24,332	16,810			41,142	32,414
Off-site Events <sup>4</sup>	3,589	3,647			7,236	6,301
<b>Total</b>	<b>27,921</b>	<b>20,457</b>	<b>0</b>	<b>0</b>	<b>48,378</b>	<b>38,715</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: Second Quarter: For the six months ending June 30, 2018

## Financial Performance: INVISTA

Income	Actuals To Date	2018 Budget	Expected by Year End	Variance	Previous Year Comparators	
					Total 2017	2nd Quarter 2017
Ice Rentals	(1,185,330)	(2,461,700)	(2,461,700)	0	(2,403,359)	(1,207,039)
Other Revenues and Recoveries	(139,276)	(335,900)	(335,900)	0	(306,686)	(143,763)
	<b>(1,324,607)</b>	<b>(2,797,600)</b>	<b>(2,797,600)</b>	<b>0</b>	<b>(2,710,046)</b>	<b>(1,350,802)</b>
<b>Expenditure</b>						
Operational Expenditures	1,364,837	2,676,101	2,676,101	0	2,549,281	1,229,279
Contributions to Reserves	789,420	1,578,841	1,578,841	0	1,532,856	766,428
	<b>2,154,257</b>	<b>4,254,943</b>	<b>4,254,943</b>	<b>0</b>	<b>4,082,137</b>	<b>1,995,707</b>
<b>Net</b>	<b>829,651</b>	<b>1,457,343</b>	<b>1,457,343</b>	<b>0</b>	<b>1,372,091</b>	<b>644,905</b>

## Summary of Ice Revenues - All Arenas

Facility	Actual 2018	Budget 2018	Expected by Year End	% 2018	Total 2017	2nd Quarter 2017
INVISTA Centre	(1,185,330)	(2,461,700)	(2,461,700)	48%	(2,403,359)	(1,207,039)
Cataraqui-Kinsmen	(273,409)	(628,300)	(628,300)	44%	(610,165)	(278,664)
Memorial Centre	(214,213)	(425,755)	(425,755)	50%	(439,897)	(222,446)
C70	(143,431)	(339,900)	(339,900)	42%	(309,864)	(147,653)
<b>Total</b>	<b>(1,816,383)</b>	<b>(3,855,655)</b>	<b>(3,855,655)</b>	<b>47%</b>	<b>(3,763,285)</b>	<b>(1,855,802)</b>

## INVISTA & Arenas Quarterly Performance Report

Period: Second Quarter: For the six months ending June 30, 2018

### Operational Performance: All Arenas

<b>Ice Rentals</b>	<b>INVISTA</b>		<b>Cat/Kin, Memorial Centre, C70</b>		<b>Total All Arenas</b>	
<b>Prime</b>	<b>Hours</b>	<b>%</b>	<b>Hours</b>	<b>%</b>	<b>Hours</b>	<b>%</b>
Total Available	5,584		3,088		8,672	
Booked	4,436	79%	2,571	83%	7,007	81%
Vacant	1,148	21%	517	17%	1,665	19%
<b>Non-Prime</b>						
Total Available	4,400		1,980		6,380	
Booked	1,431	33%	461	23%	1,892	30%
Vacant	2,969	67%	1,519	77%	4,488	70%
<b>Distribution of Ice</b>						
Total	5,819					
Youth	4,256	73%				
Adult	1,563	27%				

<b>Hall Rentals</b>	<b>INVISTA</b>	
<b>Halls</b>	<b>Hours</b>	<b>%</b>
Total Available	5,616	
Booked	2,330	41%
Vacant	3,286	59%
<b>Distribution of Halls</b>	<b>Hours</b>	<b>%</b>
Internal	386	17%
External	1,310	56%
Partner Groups	634	27%

## Leon's Centre Quarterly Performance Report

Period: Second Quarter: For the Six Months ending June 30, 2018

### Financial Performance:

Income	Actuals to Date	2018 Budget	Expected by Year End	Variance	Previous Year Comparators	
					Total 2017	2nd Quarter 2017
SMG Events	\$ (405,561)	\$ (851,826)	\$ (851,826)	0	\$ (652,174)	\$ (355,254)
Kingston Frontenacs Events	(322,011)	(489,711)	(489,711)	0	(461,767)	(281,226)
Other Revenues and Recoveries	(754,598)	(1,647,983)	(1,647,983)	0	(1,459,443)	(676,735)
	<b>\$ (1,482,170)</b>	<b>\$ (2,989,520)</b>	<b>\$ (2,989,520)</b>	<b>0</b>	<b>\$ (2,573,384)</b>	<b>\$ (1,313,215)</b>
<b>Expenditure</b>						
Operational Expenditures	\$ 1,065,361	\$ 2,392,405	\$ 2,392,405	0	\$ 2,082,270	\$ 1,026,124
	<b>\$ 1,065,361</b>	<b>\$ 2,392,405</b>	<b>\$ 2,392,405</b>	<b>0</b>	<b>\$ 2,082,270</b>	<b>\$ 1,026,124</b>
<b>Net Income From Operations</b>	<b>\$ (416,809)</b>	<b>\$ (597,115)</b>	<b>\$ (597,115)</b>	<b>0</b>	<b>\$ (491,114)</b>	<b>\$ (287,091)</b>

(Prior to Reserve Fund Contributions & Management Fees)

# Leon's Centre Quarterly Performance Report

Period: Second Quarter: For the Six Months ending June 30, 2018

## Operational Performance:

Key Indicators:	2018 Actual	2018 Budget	Variance	% Achieved
<b>Revenues</b>				
SMG Spectator Events	\$ (383,009)	\$ (813,863)	\$ (430,854)	47%
SMG Non-Spectator Events	(22,552)	(37,963)	(15,411)	59%
SMG Events	(405,561)	(851,826)	(446,265)	48%
Frontenacs Events	(322,011)	(489,711)	(167,700)	66%
Total Event Income	(727,572)	(1,341,537)	(613,965)	54%
Suites/Club Seats	(393,475)	(896,964)	(503,489)	44%
Naming/Advertising	(266,761)	(558,769)	(292,008)	48%
Ice Rentals	(75,180)	(180,000)	(104,820)	42%
Other	(19,182)	(12,250)	6,932	157%
	<b>\$ (1,482,170)</b>	<b>\$ (2,989,520)</b>	<b>\$ (1,507,350)</b>	<b>50%</b>
<b>Expenses</b>				
Operating	\$ 1,065,361	\$ 2,392,405	\$ 1,327,044	45%
<b>Net Income</b>	<b>\$ (416,809)</b>	<b>\$ (597,115)</b>	<b>\$ (180,306)</b>	<b>70%</b>

<b>Number of Events</b>				
SMG Spectator Events	10	28	18	36%
SMG Non-Spectator Events	13	33	20	39%
SMG Events	23	61	38	38%
Frontenacs Events	26	41	15	63%
<b>Total Number of Events</b>	<b>49</b>	<b>102</b>	<b>53</b>	<b>48%</b>

<b>Attendance</b>				
SMG Spectator Events	32,597	79,850	47,253	41%
SMG Non-Spectator Events	20,478	30,249	9,771	68%
SMG Events	53,075	110,099	57,024	48%
Frontenacs Events	77,107	118,072	40,965	65%
<b>Total Attendance</b>	<b>130,182</b>	<b>228,171</b>	<b>97,989</b>	<b>57%</b>

Note: Spectator Events include: Concerts, Family Shows, Entertainment Events, Performing Arts and Sporting Events

Non-Spectator Events include: Assemblies, Banquets, Consumer Trade Shows, Conventions, Meetings, Other Events

**Leon's Centre**  
**Quarterly Performance Report**  
**Second Quarter ending June 30, 2018**

The Leon's Centre operating agreement (2018-2022) 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 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.

**Community Involvement**

**Meetings, Events, Public Speaking, Outreach:**                      **# of Occurrences - YTD**

• KEDCO	10
• KAP	4
• Downtown Kingston! BIA	18
• Chamber of Commerce	3
• Post-secondary institutions	8
• Military & business	4
• Tourism	17
• Tenant/Hockey Team	4
• Patron Surveys	5
• Promoter	17
• Other Community/Charity	22

**Community Support:**    **# of Contributions - YTD**

• In Kind - Facility (total value - \$54,914)	19
• Cash - SMG (total value - \$nil)	0