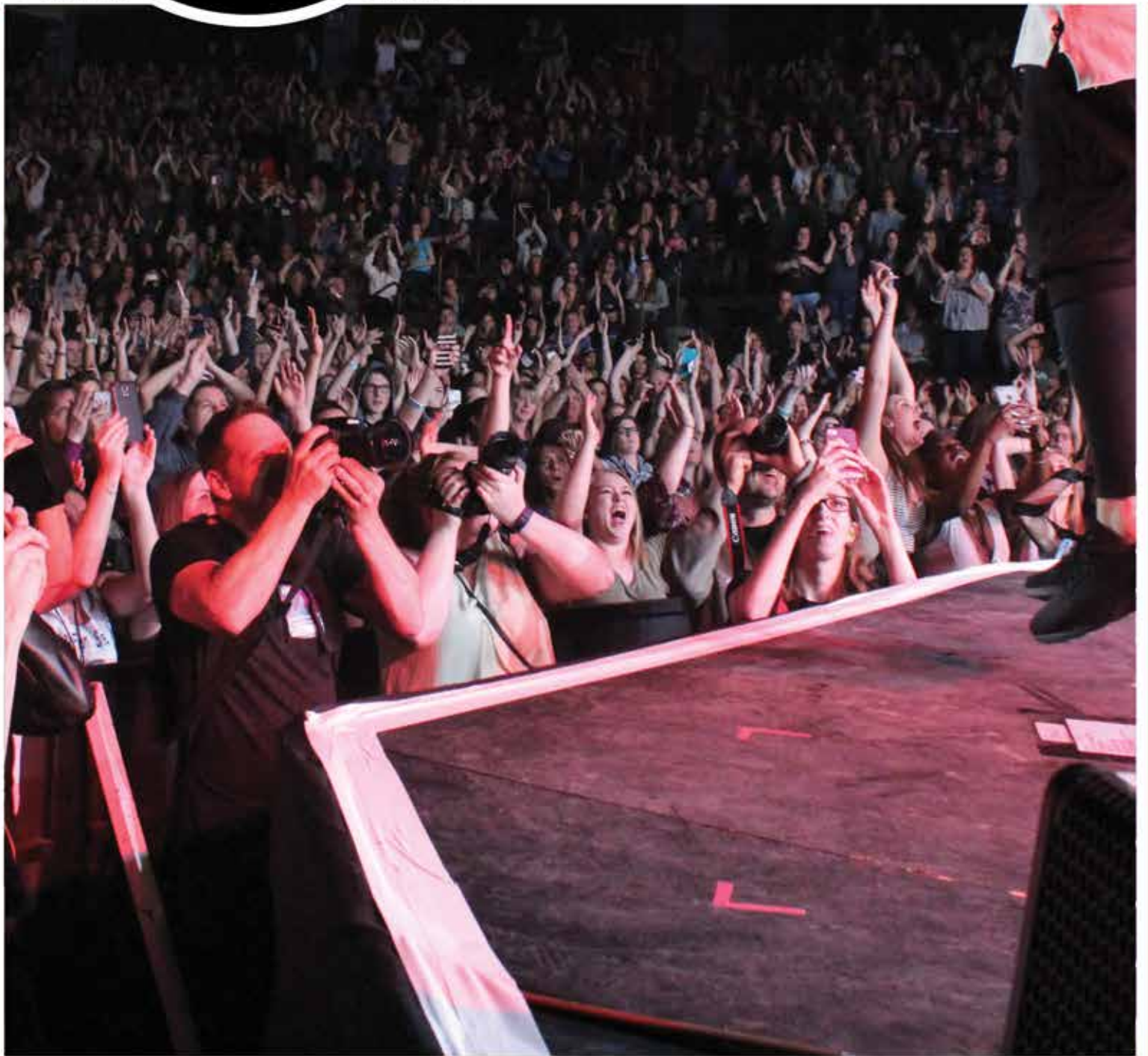


# 2016 ANNUAL REPORT

# Tribute communities Centre



# TABLE OF CONTENTS

<b>INTRODUCTION</b>	<b>1</b>
STATEMENT OF PURPOSE	1
MESSAGE FROM THE CONTRACT ADMINISTRATOR	2
MESSAGE FROM THE GENERAL MANAGER	3
<b>TRIBUTE COMMUNITIES CENTRE TEAM</b>	<b>4</b>
ORGANIZATIONAL CHART	4
<b>PARTNERS</b>	<b>6</b>
PARTNERS	6
PARTNER COMMENTS	7
<b>YEAR IN REVIEW</b>	<b>8</b>
2016 ACCOMPLISHMENTS	8
AWARDS AND RANKINGS	9
NOTABLE EVENTS	10
MARKET SEGMENTS	12
FINANCIAL PERFORMANCE	13
<b>MARKETING &amp; INTERACTIVE</b>	<b>14</b>
BACKSTAGE PASS	14
WEBSITE AND SOCIAL	15
TICKETING	16
PUBLIC RELATIONS	17
<b>VENUE OVERVIEW</b>	<b>18</b>
FACILITY OVERVIEW	18
CAPITAL IMPROVEMENTS	19
<b>CUSTOMER &amp; COMMUNITY SERVICE</b>	<b>20</b>
CUSTOMER SATISFACTION	20
HOW YOU DOIN'?	21
COMMUNITY INVOLVEMENT	22
TESTIMONIALS	23
<b>FUTURE OUTLOOK</b>	<b>25</b>



The background of the page features a dark, atmospheric photograph of a concert. In the center, a performer is silhouetted against a bright, reddish-pink stage light. The audience in the foreground is mostly in shadow, with some hands raised in the air, suggesting an energetic event. The overall color palette is dominated by deep blues, purples, and the warm glow of the stage lights.

**STATEMENT**

**OF**

**PURPOSE**

The City of Oshawa's slogan is "prepare to be amazed"; and with that, it is the goal of management and staff of the Tribute Communities Centre and Spectra to ensure that everyone, from promoters and artists; to guests who attend our events – are truly amazed. Spectra by Comcast Spectacor is committed to operate and maintain the Tribute Communities Centre with the highest standards in order to provide a world class sports and entertainment facility that is clean, safe, offers exceptional customer service and products, and offers something for everyone; whether it be world class concerts, sports, theatre or family and/or community events.

It is our mission to build strong and lasting relationships with all of our guests, partners and our community. We pledge to be good corporate and community partners as well as safeguard the great responsibility for the care and control of the Tribute Communities Centre for which we have been entrusted by the citizens of Oshawa. We will continually strive to raise the bar in all areas and promise to not only meet any expectations, but to exceed them.



Dear Vince,

During 2016, the City's premier entertainment facility experienced monumental change as the building transitioned to its new name, Tribute Communities Centre. The City is proud to partner with Tribute Communities for facility naming rights and thanks General Motors for 10 years of support.

The Tribute Communities Centre (TCC) hosted a variety of sporting, entertainment and community events throughout 2016. Events included concerts such as Jason Aldean, Hedley and One Night of Queen to name a few. Community events included the Ontario Regiment 150th Anniversary gala, University of Ontario Institute of Technology and Durham College convocations and other family oriented productions.

The Oshawa Generals Hockey Club had another successful season and continue to generate excitement on the ice. The Oshawa Generals and the City enjoy a solid partnership that contributes to the successful performance of the TCC.

The City provides ongoing annual financial support to the facility. In addition to regular capital maintenance and replacement work budgeted for 2016, the City invested in a new score clock at the facility, designed to enhance the fan experience at TCC events.

Spectra's customer service culture is pivotal in generating amazing experiences for all patrons of the TCC. The TCC staff deliver creative, innovative solutions which drives facility performance under your leadership.

A tremendous thank-you to you and all of the staff who work diligently to ensure the continued success of the Tribute Communities Centre.

Sincerely,  
Stephanie Sinnott, CPA, CGA  
Executive Director, Finance Services/City Treasurer  
City of Oshawa



Dear Stephanie;

I am very proud to provide you with our first official Year End Report from the newly named Tribute Communities Centre. The successful negotiation of a new ten-year naming rights deal with Tribute Communities will form one of the cornerstones for growth and greatly contribute to the overall success of this flag ship facility. In 2016, we were pleased to have hosted a number of notable shows which included Jeff Dunham, Brantley Gilbert, Jason Aldean, and Our Lady Peace to name a few. Along with Oshawa Generals hockey, local sports fans were treated to a sold-out Toronto Maple Leaf vs Montreal Canadiens Alumni game, and a IIHF World Jr Hockey pre-competition hockey game between the eventual gold medal winning Team USA and a highly competitive Team Switzerland. We also continued to maintain national and international status within the entertainment industry, ending 2016 ranked 16th in Canada and #184 in the world on Pollstar's Top 200 Arena Venues list which recognizes excellence in annual non-sports related ticket sales.

2016 was a very successful year, hosting 97 events, welcoming over 315,000 guest to the venue, and finishing the year over \$238,000 positive to budget. With the facility now in its 10th year of operation, significant investment in capital contributions continue to be made to ensure the wellbeing and reflect the high standard required for such a significant community show piece. The highlight of this year's capital investments included the purchase of a new 4 sided 5.2 mm HD centre hung score clock which is second to none in the CHL. Additional improvements included replacement of carpeting throughout the facility and suites level, investments were made in IT infrastructure, the 2nd of 3 installments was made towards our new ByPass Point of Sale system, purchases of key pieces of food and beverage equipment were made, and contributions were made to both fleet reserve and to the repayment of the afore mentioned new score clock. Lastly, the final payment was made towards our new building automation system which became fully operational in August and is already having a strong positive impact on operational control and reduced consumption.

The future appears extremely bright as we roll into 2017 with the Oshawa Generals poised to make a run in this year's OHL playoffs, several key live events are currently in the works, and several major capital projects such as the replacement of all rubber flooring and a removal and replacement of the rear parking lot are scheduled for this summer. I want to take this opportunity to thank Council, City staff and our community for being such strong supporters of Spectra and the Tribute Communities Centre. This support has been invaluable in allowing us to perform at such a high level and continue to produce winning results.

Sincerely,  
Vince Vella  
General Manager for Spectra Venue Management  
Tribute Communities Centre

# TRIBUTE COMMUNITIES CENTRE TEAM



**- CONTRACT ADMINISTRATOR -  
EXECUTIVE DIRECTOR, FINANCE  
SERVICES/CITY TREASURER**  
Stephanie Sinnott



**DIVISION SENIOR VICE PRESIDENT**  
Mike Scanlon  
**REGIONAL VICE PRESIDENT**  
Brian Ohl

**GENERAL MANAGER**  
Vince Vella

**ADMINISTRATIVE  
ASSISTANT**  
Wendy Thompson-Ruest

**DIRECTOR OF  
FOOD & BEVERAGE**  
Ofir Perelman

**DIRECTOR OF  
SUITES**  
Jeanette Humphries

**DIRECTOR OF  
TICKETING**  
Carol Ann Loree

**DIRECTOR OF  
MARKETING &  
GROUP SALES**  
William Balfour

**EXECUTIVE CHEF**  
Kim Ramsay

**RESTAURANT  
MANAGER**  
Phil Nott

**QUICK SERVICE  
MANAGER**  
Justin Pinsent

**TICKETING  
MANAGER**  
Karen Theis

**MARKETING &  
GROUP SALES  
COORDINATOR**  
Kim Ellis

**SUITES  
SUPERVISORS**

**SOUS CHEF**  
Dwayne Henry

**RESTAURANT  
STAFF**

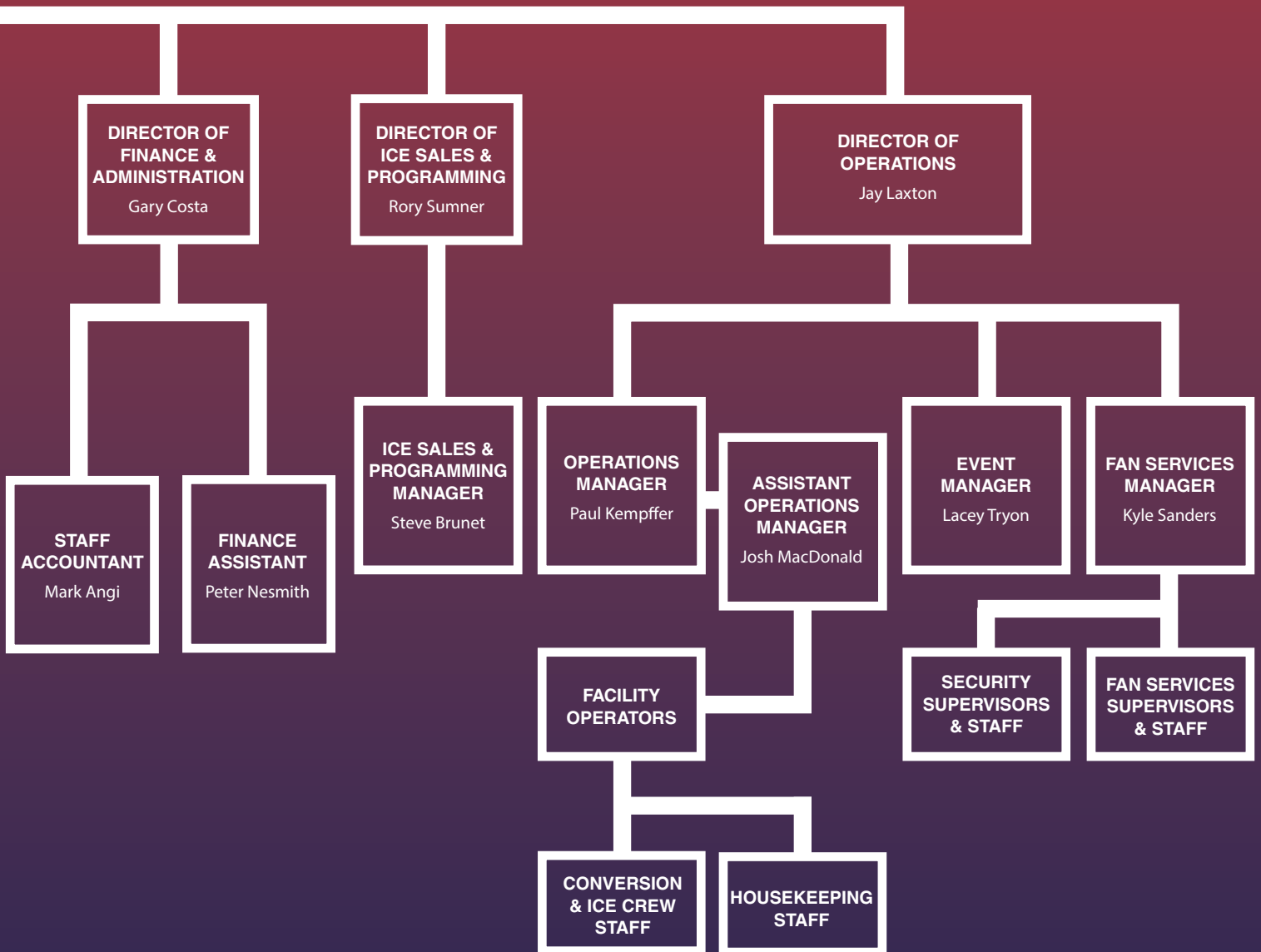
**QUICK SERVICE  
STAFF**

**SUITE  
HOSTS**

**KITCHEN STAFF**

**FULFILLMENT  
SUPERVISOR &  
ACCESSIBILITY  
COORDINATOR**

**TICKET OFFICE  
SELLERS**





**CITY OF OSHAWA**

The City of Oshawa is the largest municipality in Durham Region, expanding North from Lake Ontario to rural farmlands. The city is alive with its ever emerging arts and music scene; home to a number of annual cultural events, galleries, five museums, three live theatres and the Ontario Philharmonic, a world-class symphony. The freshly named Tribute Communities Centre naturally fits in, located in the heart of Downtown.



**SPECTRA**  
BY COMCAST SPECTACOR

**SPECTRA BY COMCAST SPECTACOR**

Spectra by Comcast Spectacor is an industry leader in hosting and entertainment, partnering with clients to create memorable experiences for millions of visitors every year. Spectra's unmatched blend of integrated services delivers incremental value for clients through several primary areas of expertise: Venue Management, Food Services & Hospitality, Ticketing & Fan Engagement and Corporate Partnerships. Comcast Spectacor is part of Comcast Corporation, a global media and technology company that operates Comcast Cable and NBCUniversal. Comcast Spectacor's three core businesses are the National Hockey League's Philadelphia Flyers, the Wells Fargo Center Complex, and Spectra.



**GENERAL MOTORS OF CANADA LTD.**

The city of Oshawa is home to General Motors of Canada. The company's headquarters are located just east of Oshawa on the shoreline of Lake Ontario. The main manufacturing plant is in the heart of Oshawa and is one of the city's largest employers. General Motors plays a leadership role in automotive design and engineering, as well as engaging innovative research and development partnerships with leading Canadian universities and research institutes. We would like to thank General Motors for 10 years of support of the facility and the city through the Naming Rights Partnership.



**TRIBUTE COMMUNITIES**

Tribute Communities is a Builder/Developer with over 30 years experience who has built more than 30,000 homes across Southern Ontario. The company's reputation has been earned through their architecturally distinct and exquisitely designed homes that incorporate unique features, classic finishes and the very finest streetscapes and communities. We were excited to announce that Tribute Communities secured the Naming Rights Partnership with the venue and as of November 1, 2016, the name of the venue changed to Tribute Communities Centre.



**Oshawa Generals**, winners of the 2015 Mastercard Memorial Cup and one of the most recognizable hockey organizations of the OHL. The hockey club can boast about being the starting point for names like Bobby Orr, Eric Lindros, Albert 'Red' Tilson and the first overall pick in the 2009 entry draft John Tavares.



The **Canadian Lacrosse League (C-Lax)**, which ran throughout Ontario for five seasons, announced after their 2016 season that it would cease operations ahead of the 2017 season. Beginning in 2012, the Canadian Lacrosse League has been committed to operating a professional league that is dedicated to developing players and promoting the sport of lacrosse. Since the league's inception, over forty players have gone on to play in the National Lacrosse League.





## MAJOR IN-VENUE PARTNERS

At the Tribute Communities Centre, we have strategically aligned ourselves with leading food and beverage organizations to come on board as our major in-venue partners. Labatt is one of Canada's founding businesses and its leading brewer. Their roots go back to a single small brewery founded by John Kinder Labatt in London, Ontario in 1847 – where their hometown brewery still stands. Today they are truly a national brewer with a portfolio of more than 60 quality beers.

Coca-Cola offers a wide variety of beverage brands, many of which come in no-calorie and low-calorie options. These beverages include sparkling soft drinks, still waters, juices and fruit beverages, sports drinks, energy drinks and ready-to-drink teas. Coca-Cola is proud to offer some of the most popular brands in Canada. With an enduring commitment to building sustainable communities, their company is focused on initiatives that reduce their environmental footprint, create a safe, inclusive work environment for their associates, and enhance the economic development of the communities where they operate.

Pizza Pizza offers a diverse and premium menu to Canadians of all ages and tastes. They have become a leader in the quick service segment of the Canadian food service industry and one of the top restaurant chains in the country.

*"The Tribute Communities Centre has established themselves as the leading community entertainment facility in the region. The Spectra team in Oshawa has shown that patron service, creative community marketing initiatives and being a strong voice for the community has established the market as a destination for touring artists. The Tribute Communities Centre has become an entertainment mecca reflecting the economic prosperity and vibrancy of a growing Oshawa community. The Live Nation team looks forward to working and growing the live entertainment business with Vince and his innovative team at Spectra in the years to come."*

Riley O'Connor  
Chairman - Canada | Music, Live Nation

*"The Tribute Communities Centre understands how imperative it is to create a great backstage experience for the artist. From the incredible in-house catering, to the affable, professional staff - the building possesses major market perks and capabilities combined with secondary market friendliness and hospitality."*

Jim Cressman  
President, Invictus Entertainment Group

*" We have booked and promoted shows from Meat Loaf to Five Finger Death Punch in the past and the relationship we have built means a lot to Mascioli Entertainment and especially myself. Most important is the communication as I can always rely on a timely answer to various avails that I present to you and when the deals get done, I never have to worry about anything unravelling. For this reason you are always my first call in the Oshawa market. These kinds of relationships are few and far between and I look forward to our next experience together in 2017 in the newly branded Tribute Communities Centre."*

Mike Mascioli  
Vice President, Mascioli Entertainment Corporation

# 2016 ACCOMPLISHMENTS

Spectra continues to deliver quality programming to the residents of Oshawa and the Durham Region. They are proud to have created memories for 315,416 fans throughout 2016, which generated over \$7,335,117 in gross ticket sales.

2016 was known as the year of change at the Tribute Communities Centre. The City of Oshawa was pleased to announce that Tribute Communities would become the new building sponsor of Oshawa's sports and entertainment facility, formerly known as the General Motors Centre as of November 1, 2016. In addition to this significant change, another transformation was approved for the venue. The new video scoreboard was unveiled at the Oshawa Generals' regular season home opener and boasted a resolution of 5.2mm on the main video screens which surpasses all other OHL and CHL arenas.

The list of world-class performers and entertainment that visited the venue throughout the year continues to contribute to our success as well as the eight sold out events including Jeff Dunham, NHL Alumni Benefit Game, Blue Rodeo, Johnny Reid, Gerry Dee, Jason Aldean, Kip Moore and Our Lady Peace and I Mother Earth. The Tribute Communities Centre also hosted the 2016 Reebok CrossFit Invitational which was the first time the event had ever been hosted in Canada.





The Tribute Communities Centre ranked 12<sup>th</sup> in Canada for Pollstar's list of the world's top-200 arenas and stadiums for the first three quarters of 2016. The venue secured 184<sup>th</sup> on Pollstar's 2016 Year End Worldwide Ticket Sales Top 200 Arena Venues Chart. The chart is based on concert and event grosses from January 1, 2016 to December 31, 2016.

The Tribute Communities Centre ranked among the top 100 venues for Venues Today Magazine's Social Media Power 100. The venue maintained their 8<sup>th</sup> place ranking for venues 5,001 to 10,000 capacity with a SMP Score of 74, which was higher than half the 10,001-15,000 capacity venues listed. Venues Today continues to use the 'big three' digital platforms of Facebook, Twitter and Instagram for ranking venues on its #SMP100 chart.

After winning the award in 2014, the Tribute Communities Centre continues to receive a nomination for Major Facility of the Year at the Canadian Music and Broadcast Industry Awards that are part of Canadian Music Week held in Toronto. 2016 was the seventh consecutive year the venue has been nominated for this award.

## NOTABLE EVENTS

**JANUARY 15: Jeff Dunham**

**JANUARY 30: NHL Alumni Benefit Game  
Toronto vs Montreal**



**FEBRUARY 12: Brantley Gilbert**

**FEBRUARY 20: Blue Rodeo**



**MARCH 12: Johnny Reid**

**MARCH 19: Marianas Trench**

**MARCH 24: Dancing in the Streets**

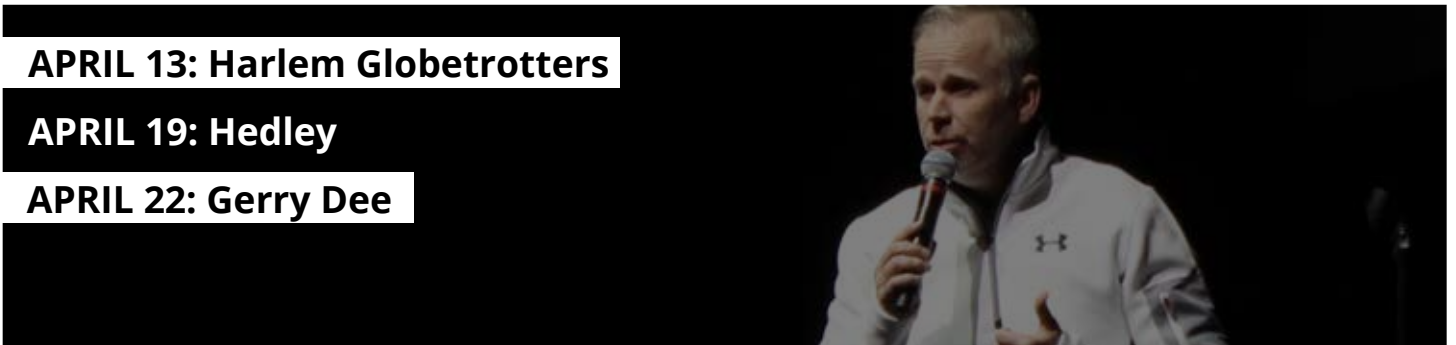
**MARCH 30: One Night of Queen**



**APRIL 13: Harlem Globetrotters**

**APRIL 19: Hedley**

**APRIL 22: Gerry Dee**



**MAY 12: Jason Aldean**

**MAY 24: Gord Bamford and Joe Nichols**





**JULY 8: WWE Live**

**AUGUST 19: Touch-A-Truck**



**SEPTEMBER 3: Billy Currington**

**SEPTEMBER 17: The Ontario Regiment 150<sup>th</sup> Anniversary**

**SEPTEMBER 23: Five Finger Death Punch and Papa Roach**



**OCTOBER 1: The Price Is Right Live**

**OCTOBER 12: Il Divo**

**OCTOBER 15: Kip Moore**

**OCTOBER 29: Our Lady Peace and I Mother Earth**



**NOVEMBER 19-20: Reebok CrossFit Invitational**

**DECEMBER 21: IIHF World Juniors Hockey Pre-Competition  
USA vs Switzerland**

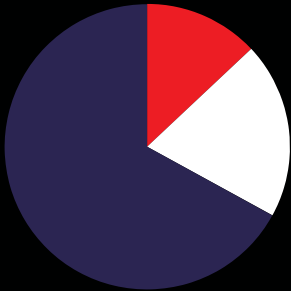
# MARKET SEGMENTS

## ATTENDANCE

CONCERTS:	47,945
FAMILY SHOWS:	9,105
SPORT EVENTS:	19,112
OTHER:	14,316
OSHAWA GENERALS:	174,219
ALL EVENTS INCLUDING SPORTS:	267,126
ALL EVENTS NOT INCLUDING SPORTS:	71,366

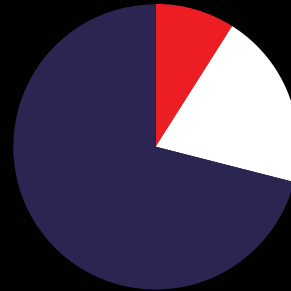
## GROSS

CONCERTS:	\$2,711,200
FAMILY SHOWS:	\$ 344,925
SPORT EVENTS:	\$ 475,708
OTHER:	\$ 760,457
OSHAWA GENERALS:	\$3,015,900
ALL EVENTS INCLUDING SPORTS:	\$7,335,117
ALL EVENTS NOT INCLUDING SPORTS:	\$3,816,584



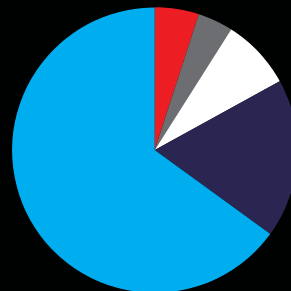
### % ATTENDANCE FOR ALL EVENTS NOT INCLUDING SPORTS

CONCERTS:	67.2%
FAMILY SHOWS:	12.8%
OTHER:	20.0%



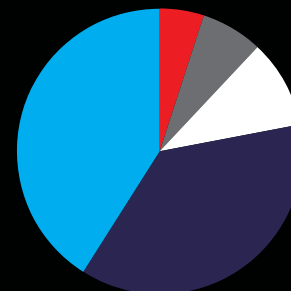
### % GROSS FOR ALL EVENTS NOT INCLUDING SPORTS

CONCERTS:	71.0%
FAMILY SHOWS:	9.0%
OTHER:	20.0%



### % ATTENDANCE FOR ALL EVENTS INCLUDING SPORTS

CONCERTS:	17.9%
FAMILY SHOWS:	3.4%
SPORT EVENTS:	8.1%
OTHER:	5.4%
OSHAWA GENERALS:	65.2%



### % GROSS FOR ALL EVENTS INCLUDING SPORTS

CONCERTS:	37.0%
FAMILY SHOWS:	4.7%
SPORT EVENTS:	6.9%
OTHER:	10.3%
OSHAWA GENERALS:	41.1%



	ACTUAL	BUDGET	VARIANCE FAV / (UNFAV)
NUMBER OF EVENTS	97	86	11
PAID ATTENDANCE	315,416	295,420	19,996
DIRECT EVENT INCOME	\$699,431	\$776,970	(\$77,539)
SURCHARGE/TICKETING REVENUE	\$367,003	\$261,883	\$105,120
ANCILLARY INCOME	\$1,012,135	\$860,984	\$151,151
<b>TOTAL EVENT INCOME</b>	<b>\$2,078,569</b>	<b>\$1,899,837</b>	<b>\$178,732</b>
ICE AND ROOM RENTALS	\$920,588	\$870,425	\$50,163
SUITE RENTALS AND LEASES	\$504,973	\$392,454	\$112,519
ADVERTISING AND OTHER INCOME	\$606,955	\$614,021	(\$7,066)
<b>OTHER INCOME</b>	<b>\$2,032,516</b>	<b>\$1,876,900</b>	<b>\$155,616</b>
INDIRECT EXPENSES	(\$4,270,447)	(\$4,174,451)	(\$95,996)
<b>INCOME (LOSS) FROM OPERATIONS</b>	<b>(\$159,362)</b>	<b>(\$397,714)</b>	<b>\$238,352</b>
<b>SURPLUS INCOME OVER BUDGET</b>	2016 <b>\$238,352</b>	2015 <b>\$203,376</b>	POSITIVE VARIANCE <b>\$34,976</b>



The Key to the TCC contest was created in an effort to grow our email database for our Backstage Pass e-Newsletter. The contest awards one fan, two tickets to every event at the Tribute Communities Centre for the next calendar year. Spectra launched the seventh annual Key to the TCC Ticket Giveaway in November 2016 where one lucky fan won a pair of tickets to every event at the Tribute Communities Centre in 2017. This year's winner was Allyson Polidano of Oshawa who was randomly selected from the 19,594 entries.

## HIGHLIGHTS FROM THE 2016 KEY TO THE TCC CONTEST:

<b>19,594</b> ENTRIES	<b>8,762</b> BACKSTAGE PASS CASL OPTED-IN EMAILS	<b>1,769</b> NEW CASL OPTED- IN EMAILS	<b>1,800</b> FACEBOOK LIKES	<b>5,400</b> FACEBOOK SHARES
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## BACKSTAGE PASS DATABASE

**63,613**  
JANUARY 1ST, 2016

**65,309**  
DECEMBER 31ST, 2016

## BACKSTAGE PASS PRESALES

**631 TICKETS**  
AVERAGE SOLD THROUGH BACKSTAGE PASS  
PRESALES PER EVENT

**12,629 TICKETS = \$702,660.69**

TOTAL SOLD THROUGH BACKSTAGE PASS PRESALES

### TOP 3 HIGHEST TICKET SELLING PRESALES

NHL ALUMNI BENEFIT GAME	2,038 = \$ 47,490
JEFF DUNHAM	1,788 = \$118,008
JOHNNY REID	1,091 = \$ 78,744



## WEBSITE

**303,556**

USERS

**450,414**

SESSIONS

**64.95%**

NEW SESSIONS

**1 MINUTE, 18 SECONDS**

AVERAGE VISIT DURATION

**1.97 PAGES PER VISIT**

PAGES

**888,154**

TOTAL PAGEVIEWS

**MOBILE + TABLET: 233,125**

VISTS BY MOBILE VS COMPUTER

**COMPUTER: 217,289**

VISTS BY MOBILE VS COMPUTER

**\$947,203**MAIN VENUE WEBSITE SOLD  
(TRACKING ONLINE TICKET LINK SALES ONLY)

## TOP 10 CITY VISITS

OSHAWA	100,441
TORONTO	93,035
ASHBURN	55,640
WHITBY	26,768
BOWMANVILLE	16,079
AJAX	13,545
PICKERING	11,267
PETERBOROUGH	7,941
KAWARTHA LAKES	7,214
MONTREAL	6,559
MARKHAM	5,878

WEBSITE VISITS VIA  
SOCIAL NETWORK  
REFERRAL

FACEBOOK:	26,581 VISITS
TWITTER:	1,612 VISITS

## TOP 5 PAGES OF CONTENT

HOME PAGE	226,507
EVENTS CALENDAR	61,404
EVENTS	48,959
STAFF PORTAL	30,044
OSHAWA GENERALS	29,839

## NEW IN 2016

- INTRODUCED A SNAPCHAT ACCOUNT
- INTRODUCED NEW SOCIAL MEDIA HANDLES FOR #TRIBUTE CENTRE
- UTILIZED OUR VENUE'S POKESTOP TO LURE RARE POKEMON AND NEW FANS TO THE VENUE FOR EVENTS SUCH AS TOUCH-A-TRUCK



## SOCIAL MEDIA

## FACEBOOK

**32,096 LIKES**

JANUARY 1, 2016

**35,668 LIKES**

DECEMBER 31, 2016

## INCREASE OF 3,572 LIKES

- FACEBOOK POST ORGANIC REACH OF 2,573,096 USERS
- FACEBOOK POST PAID REACH OF 867,222 USERS
- GENERATED OVER 723 TICKETS SOLD AND \$43,323 IN REVENUE (TRACKING DIRECT ONLINE TICKET LINK SALES ONLY)

## TWITTER

**10,345 FOLLOWERS**

JANUARY 1, 2016

**11,074 FOLLOWERS**

DECEMBER 31, 2016

## INCREASE OF 729 FOLLOWERS

- ORGANIC POST REACH OF 901,900 USERS
- MOST ENGAGED TWEET: 28 RETWEETS; 95 LIKES  
Congratulations to Team Europe - the 2016 Reebok @CrossFitGame Invitational Champions! #CrossFit #crossfitinvitational
- 10 TICKETS = \$718 (TRACKING ONLINE SALES ONLY)

## INSTAGRAM

**6,115 FOLLOWERS**

JANUARY 1, 2016

**8,759 FOLLOWERS**

DECEMBER 31, 2016

**INCREASE OF 2,664 FOLLOWERS**

## YOUTUBE

**135,322 CHANNEL VIEWS**

JANUARY 1, 2016

**226,414 CHANNEL VIEWS**

DECEMBER 31, 2016

**INCREASE OF 91,092 CHANNEL VIEWS**



## TICKETING OUTLETS

Fans are able to purchase tickets to events at the Tribute Communities Centre Ticket Office by phone at 1-877-436-8811 as well as online at [www.tributecommunitiescentre.com](http://www.tributecommunitiescentre.com). The Tribute Communities Centre website is directly linked to the main ticketing website which are now both mobile responsive. This implementation has made purchasing tickets via mobile much easier for the fan and one of the reasons that mobile surpassed ticket sales by phone in 2016.

## TICKET PURCHASING

INTERNET	41,251	\$2,447,340
TICKET OFFICE	23,326	\$852,530
MOBILE	7,885	\$464,640
PHONE	6,875	\$391,051
OUTLET	691	\$38,762
<b>TOTAL</b>	<b>80,028</b>	<b>\$4,194,325</b>

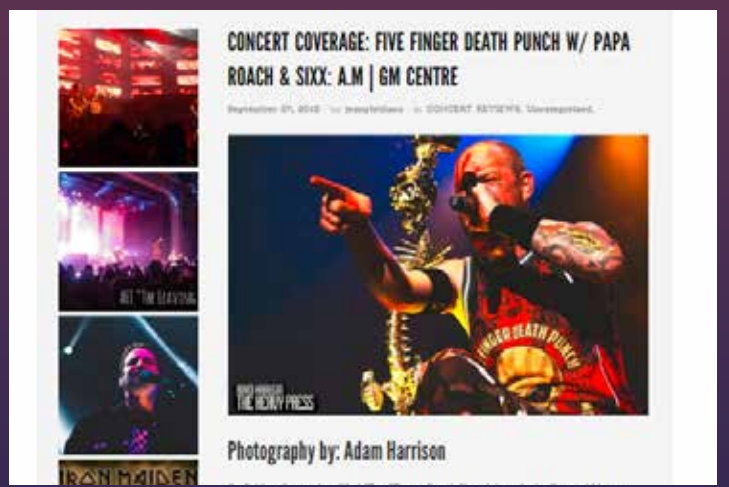
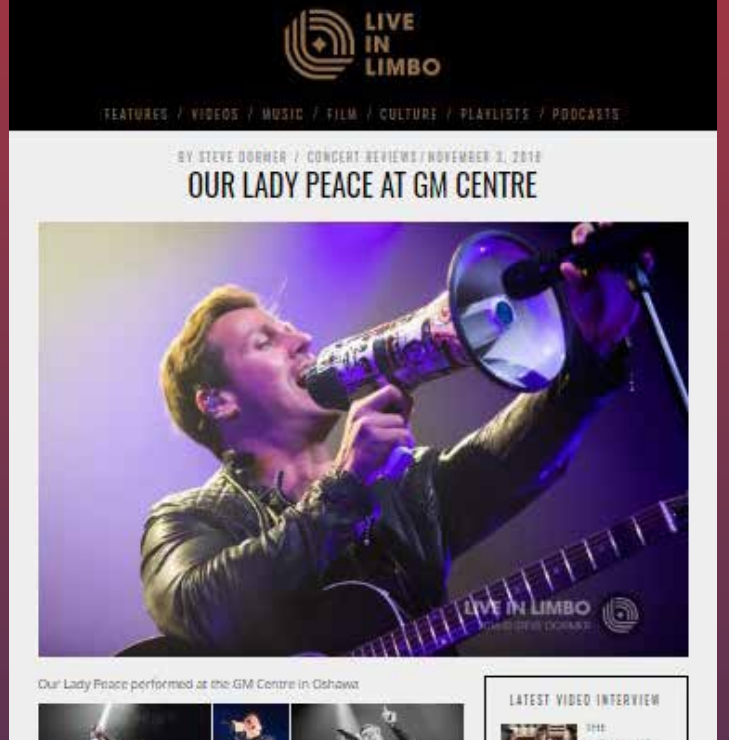
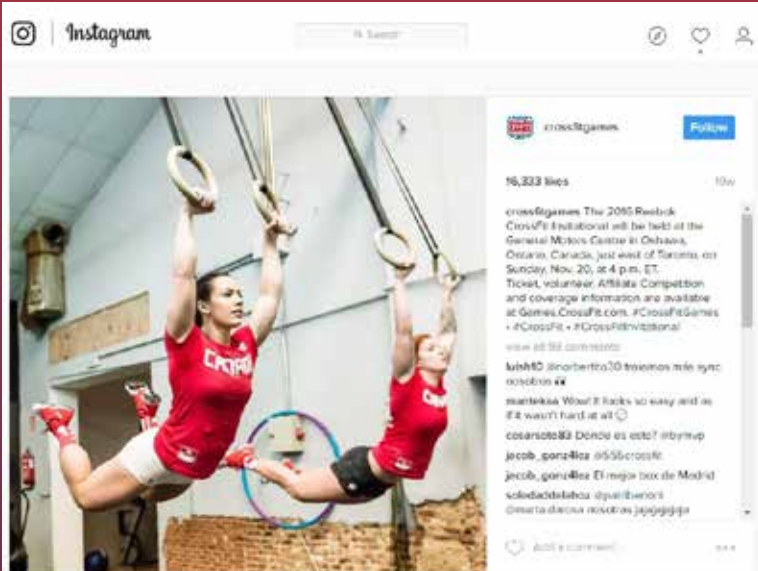
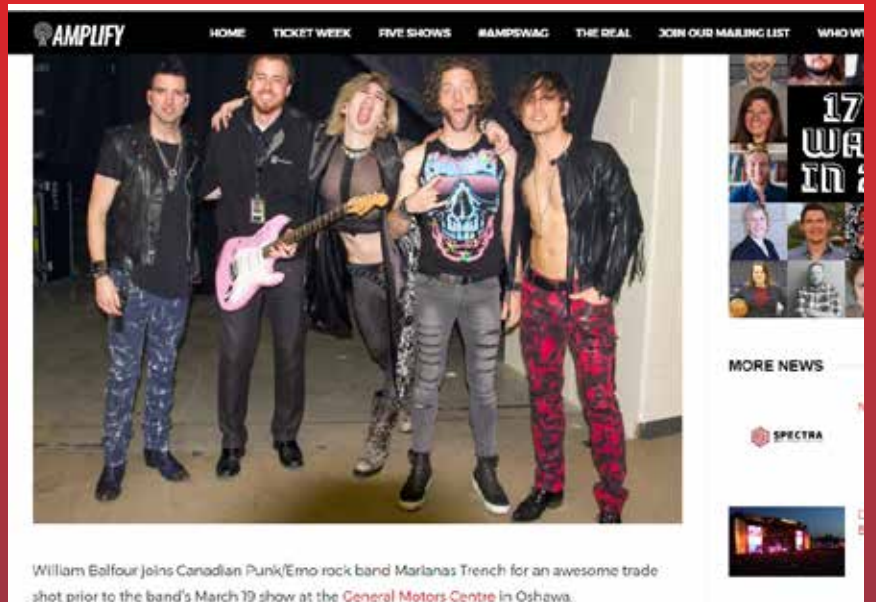
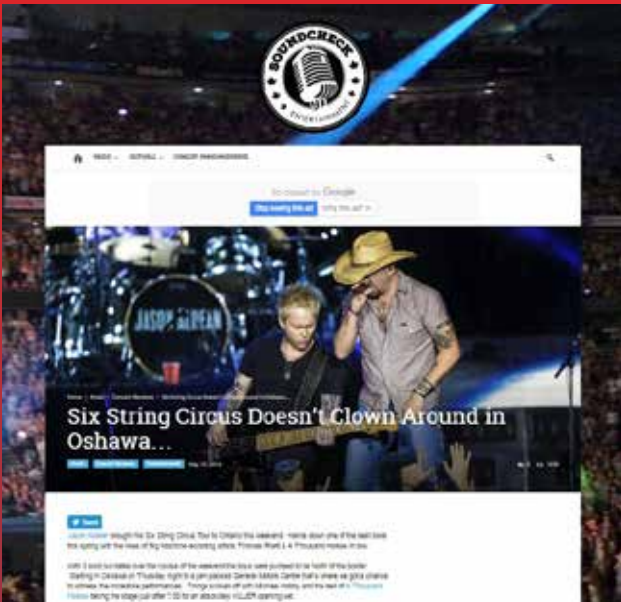
\*DOES NOT INCLUDE TENANT TEAMS

## CART ABANDONMENT FOR 2016

101 TICKETS

TOTAL OF \$5,610

Abandoned cart emails are sent to fans who have added tickets to their online cart but failed to check out. Spectra Ticketing & Fan Engagement implemented a generic cart abandonment program in September 2015 which has generated \$17,687 in revenue through 316 sold tickets since launching. Fans must be a subscribed Backstage Pass member in order to receive an automated email. This program has proven to be remarkably effective as a sales recovery tactic.



# FACILITY OVERVIEW

## LOADING BAY

The Tribute Communities Centre has two standard sized loading docks with dock levelers and one loading bay with a 14' bay door, with ample show vehicle parking and show power available upon request. The back of house is spacious with a short push to our west end stage location and approximately 140 feet or 43 metres to our Half Mode location.

## SHOW POWER

The Tribute Communities Centre has 2200 total amps of show power (800A, 800A and 600A – dedicated to sound) with quick connects and 100A for shore power.

## RIGGING

The Tribute Communities Centre has a full life line system with 117,000 lbs rigging capacity in Full Modes and a 124,000 lbs rigging capacity in the centre (Half Mode), with a low steel height of 43'. The installed, centre hung score clock fully nests into the steel for an unobstructed and clean look.

## AMENITIES

The upper level of the venue boasts 23 private suites and four group suites. These suites provide a great occasion for companies to entertain or appreciate their clients or customers as well as friends and families to enjoy a night out together at an upcoming event.

## VIDEO SCOREBOARD

The Tribute Communities Centre unveiled the new video scoreboard at the Oshawa Generals regular season home opener. The videoboard boasts a resolution of 5.2mm on the main video screen which currently surpasses all other OHL and CHL arenas.

## FOOD SERVICES

The Tribute Communities Centre's in-house food and beverage team can fulfill any of your catering needs or show riders. You will be blown away by not only the quality of food but also by our presentation and attention to detail. The in-venue restaurant, Prospects Bar & Grill provides fans the opportunities to enjoy a meal in the two-tiered restaurant prior or during an event and has a 400 seat capacity.

## CONFIGURATION CAPACITIES

Hockey Mode	6,152
Basketball Mode	6,418
360 Mode	6,847
270 Full Mode	5,440
180 Full Mode	4,970
Three Quarter Mode	4,047
Half Mode	3,435
One Third Mode	3,051
One Quarter Mode	1,502



**270 FULL MODE**



**HOCKEY MODE**



**HALF MODE**



**ONE QUARTER MODE**

## HVAC

**\$98,000.00**

Final installment in upgrading the control system for heating and cooling the venue.

## POS SYSTEM

**\$92,935.28**

Second installment for replacing our point of sale system to expand payment options for fans, as well as to have the capabilities to process our volume of sales and to include credit and Debit Visa cards at all locations including concessions and Prospects Bar & Grill.

## CARPET

**\$90,000.00**

Replaced the carpet in the Suites Hall, East Medallions, West Medallions, Spectra Administration Office, and the Multi Purpose Rooms.

## VIDEO SCOREBOARD

**\$70,000.00**

Contribution to the new centre-hung scoreboard that was installed and operational for the Oshawa Generals' 2016/2017 regular season home opener.

## IT/POS EQUIPMENT

**\$32,000.00**

A combination of various projects and purchases which included upgrades of wireless access points and laptop purchases.

## FLEET RESERVE

**\$20,000.00**

Contribution to the fleet reserve for city vehicles replacement including Zambonis.

## PIZZA PREP FRIDGE

**\$6,202.00**

Replacement of pizza prep fridge.

## REACH IN REFRIGERATORS

**\$5,949.00**

Replacement of two reach in refrigerators.

## EDGER

**\$4,715.00**

Replacement of aging equipment to ensure ability to provide ice which is safe and of the highest quality.

## CHARBROILER

**\$3,444.00**

Replacement of aging existing charbroiler to ensure ability to execute while maintaining quality.



## CUSTOMER SATISFACTION

<p>At the Tribute Communities Centre, customer satisfaction is our number one priority. Through post-show and annual surveys, Spectra has been able to gather vital information regarding the average fan satisfactory rate from past events. Spectra also provides a link directly on the Tribute Communities Centre's website homepage for visitors to provide their feedback anytime. The results to the right are based on the responses from 4,885 fans surveyed, rating specific aspects of our services from 1-3</p> <p>1 - Did not meet expectations 2 - Met expectations 3 - Exceeded expectations</p>		<b>Rating Average</b>
	Website	2.16
	Purchasing Tickets	2.26
	Customer Service	2.25
	Cleanliness	2.31
	Prospects Bar & Grill	2.15
	Concession Stands	1.94
	Enjoyment of Entertainment	2.53
	Navigation Around Venue	2.21
Total Response Count	4,885	

## CUSTOMER COMMENTS

*"Kyle at extension 143 provided outstanding service and went out of his way to make my previous experience right; it is much appreciated. Kyle is very dedicated to ensure customer satisfaction. He is an asset to your staff. All staff very helpful especially at box office and on telephone for other enquiries."*

- Cyndy F. of Oshawa -

*"I called ahead and a lovely young lady met us and escorted us to our floor seating and stowed Mum's walker nearby. That is a valuable service as she has been made to feel that she was inconveniencing others because of her walker and did not want to go to events due to that. Your staff made it easier for her. Elderly people are often overwhelmed in large venues. That young lady made her evening so much more enjoyable with her kindness."*

- Kimberly C. of Bowmanville -

*"General Motors Centre is a great venue and staff are very customer focused, friendly and good at what they do."*

- James P. of Whitby -

*"I like the emails that inform me of all events that I am interested in. Very informative & very easy to access in regards to events & purchasing tickets."*

- Debbie D. of Whitby -

*"How do you guys keep that place so clean?  
I have traveled around the world and I find your facility the cleanest!"*

- Ron M. of Pickering -

*"It's so nice to have this venue close to home and there have been so many great shows. Jason Aldean was great as was Dean Brody, Paul Brant, Gord Bamford to name a few."*

- Susan S. of Oshawa -



## TOP TEN HOW YOU DOIN'? CUSTOMER SERVICE PRINCIPLES

- 1 Customer First
- 2 Golden Rule
- 3 Listen
- 4 Think "YES"
- 5 Be Professional
- 6 Positive Attitude
- 7 24-Hour Rule
- 8 Everybody Sells
- 9 Enthusiasm
- 10 Do It Now

**How YOU doin'?** is a customer service philosophy used by all Spectra facilities. We at the Tribute Communities Centre are committed to ensuring our fans have an incredible experience from the moment they step through our doors. The way we achieve excellence in customer service is simple, our employees. We have implemented an incentive program; rewarding our employees for going above and beyond their regular job duties for fans.

A new customer service program is currently being developed for use in all Spectra facilities and will continue to focus on GREAT experiences for our fans.



## TOUCH-A-TRUCK

Spectra launched the fourth annual Touch-a-Truck event with close to 50 vehicles participating and an estimated attendance of 4,000 guests over the course of the three hour event.

Through donations from attendees as well as vehicle partners, vendors, and Spectra's BBQ, Spectra was able to generate and donate \$2,027.33 to Big Brothers Big Sisters of Oshawa-Whitby.



## DCAHL FOOD & DIAPER DRIVES

The Durham Central Adult Hockey League hosted their annual food drives which benefitted Feed the Need Durham as well as their first diaper drive for Pregnancy Help Centre of Durham. Teams and staff of the DCAHL rallied together to donate \$1,587 and 3,504lbs of food as well as 6,000 diapers to assist the local charities.

## TICKET DONATION

Spectra assists numerous non-profit organizations in conjunction with upcoming events through regularly donating tickets as silent auction prizes. In 2015, Spectra donated over \$7,147 in sporting and live event tickets to assist with these groups' fundraising efforts.

Dear Mr. Vella,

On behalf of The Ontario Regiment (RCAC), I would like to express my sincere appreciation to the significant contribution that you made to the success of the Change of Command Ceremony at the General Motors Centre on 17 September 2016. Allowing us to utilize the facility for both the 150th parade as well as the gala was appreciated by all members of the unit and allowed us to capture this moment in our regiment's history at a fantastic venue.

I would also like to extend how grateful I am for the involvement of Lacey Tryon and her staff. I admire their commitment and dedication. Please thank them all on my behalf.

Yours truly,  
R. Bruce Clayton  
Lieutenant-Colonel  
Commanding Officer  
The Ontario Regiment (RCAC)



Dear Vince,

On behalf of our golf committee and the Humane Society Board of Directors, I wanted to thank you so much for supporting the 13th Annual Golf Tournament for the Humane Society of Durham Region.

We had 119 golfers come out for a beautiful day, and with your help, we were able to raise over \$31,000 for the abused and abandoned animals in our shelter. There is so much need in Durham Region and since we have no government funding, we help over 1,000 animals every year with fundraisers like this one. One recent heartbreaking case, Journey the German Shepherd, will cost close to \$10,000 alone, once all her surgeries and care are over and done.

We very much appreciated your donation of the Generals tickets which were added to our silent auction table. Thank you for your support!

Yours truly,

Cindy Bennett  
2016 Golf Committee  
Humane Society of Durham Region

Dear William,

On behalf of Veterans Affairs Canada, I want to personally extend my gratitude for your organization's support of the national remembrance campaign to honour our Canadian Veterans.

Each year, Canadians come together to reflect, to honour and to pay tribute to those who served and to those who continue to serve today to protect Canada and to make our world a safer place.

Your organization's participation in sharing this message of remembrance with Canadians in their community has enabled our nation's collective sense of gratitude for this service and these sacrifices.

Your leadership, and most importantly, your dedication to share our national pride and respect for Canada's Veterans is most appreciated.

Thank you again for your participation.

Respectfully,  
W.J. Natynczyk  
General (retired)  
Deputy Minister

Dear Vince,

The Firehouse Youth Centre gratefully acknowledges your contribution to our 9th Annual Great Balls of Fire Golf Tournament. Your continuous support and generosity is the drive force behind the success of this fundraiser every year, and in turn, allows for the at-risk youth within your community to thrive. Your contribution and your commitment to supporting youth will surely make for another successful year!

Thank you again for your involvement in this event. We take pride in our mission and with your help, we are making a difference in the lives of today's youth!

Sincerely,  
Chris Newman  
Firehouse Youth Centre  
John Howard Society of Durham Region

Dear Vince Vella,

Thank you for your donation to our 16th Annual OSCC Corporate Golf Tournament - Gord Reid Memorial held on June 21, 2016.

The tournament was a tremendous success! 123 golfers enjoyed the day and preliminary figures indicate we raised over \$26,000, which will go towards the revitalization of the John Street Branch. This is a very exciting time for the Oshawa Senior Citizens Centres and we are pleased you are a part of it. It would not have been possible without your support.

Feedback from the golfers was very positive, and we want you to know that we truly appreciate your help in making the tournament a success. Your support greatly assists us in achieving our vision of "inspiring the well-being of older adults".

Yours truly,  
Kevin Harris  
Chair - Corporate Golf Committee  
Oshawa Senior Citizens Centres





There were a number of reasons to get excited about 2016. It was a year where we welcomed over 315,000 guests over 97 amazing events such as Jason Aldean, Our Lady Peace and Jeff Dunham; we continued to rank in the Top 200 Arena Venues in the world; a brand-new video scoreboard with 5.2mm HD video boards was installed with a picture like no other in the CHL; we welcomed a brand-new naming rights partner in Tribute Communities; and it was capped off by a highly successful financial year where we surpassed budget by more than \$238,000.

How do we follow that up in 2017? Urban development continues at an unprecedented pace in the City's north end and the first tower at 100 Bond is nearing completion adding to the growing downtown core and making our market even stronger. A number of wonderful events are on the calendar for 2017, and a number of incredible events are currently in the works. More TLC is planned for the TCC this summer with a number of major renovations and enhancements scheduled to ensure this facility remains one of the crown jewels of the Canadian sports and entertainment industry. Although the Oshawa Generals were unsuccessful in their bid to host the 100th anniversary 2018 Memorial Cup, the team should be strong and highly competitive for the 2017 season and could be a contender for more championship hardware.

### EVENTS ALREADY BOOKED FOR 2017/2018

- Tim Hicks
- 3HL Oshawa Showcase
- Dierks Bentley
- Blue Rodeo
- Bubble Guppies Live!
- Tom Cochrane with Red Rider
- Harlem Globetrotters
- Dean Brody
- 3HL Champions Cup
- American Trilogy: The 3 Eras of ELVIS
- Bob Dylan
- I Love the 90's Tour featuring Vanilla Ice
- 2018 Skate Canada Synchronized Skating Championships

# Tribute communities Centre

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