

# Tribute communities Centre



## TABLE OF CONTENTS

#### INTRODUCTION 1 STATEMENT OF PURPOSE 1 2 MESSAGE FROM THE CONTRACT ADMINISTRATOR 3 MESSAGE FROM THE GENERAL MANAGER

## **TRIBUTE COMMUNITIES CENTRE TEAM**

ORGANIZATIONAL CHART

#### PARTNERS

PARTNERS	6
FARTNERS	U
PARTNER COMMENTS	-
PARTNER COMMENTS	

#### YEAR IN REVIEW

2017 ACCOMPLISHMENTS	- 8
AWARDS AND RANKINGS	- 9
NOTABLE EVENTS	- 10
MARKET SEGMENTS	- 12
FINANCIAL PERFORMANCE	- 13

MARKETING & INTERACTIVE	14
BACKSTAGE PASS	14
WEBSITE AND SOCIAL	15
TICKETING	16
PUBLIC RELATIONS	17

VENUE OVERVIEW	18
FACILITY OVERVIEW	18
CAPITAL IMPROVEMENTS	19

CUSTOMER & COMMUNITY SERVICE	20
CUSTOMER SATISFACTION	20
GREAT EXPERIENCE	21
	22
TESTIMONIALS	23

### **FUTURE OUTLOOK**



4

4

6

8

25



# 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.

## MESSAGE FROM THE CONTRACT ADMINISTRATOR



Dear Vince,

The Tribute Communities Centre (TCC) has successfully transitioned to its new moniker and continues to present a multitude of high quality events with diverse themes. This has been accomplished through solid relationships with agents, acts, and promoters who look at the TCC as a premier destination full of entertainment possibilities to create amazing experiences for patrons.

Some of the incredible events hosted in 2017 were: Dierks Bentley, Foreigner, Blue Rodeo, Harlem Globetrotters, the Metroland Home and Garden Show, Bubble Guppies, Let It Be and meetings for 100 Men of Oshawa.

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

The City and Spectra work very closely on developing strategic solutions to maximize the financial performance of the facility. These solutions include a comprehensive operations plan, innovative marketing concepts and tactical asset management all with a cost efficiency methodology. Year over year the financial results from operations are trending towards a breakeven position.

Congratulations on another successful year! Spectra has a strong team of customer service focused professionals that continue to deliver inspired solutions. I would like to express my sincere gratitude and thanks to you and all of the staff who contribute to the ongoing success of the Tribute Communities Centre.

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

### MESSAGE FROM THE GENERAL MANAGER



Dear Stephanie;

It is with great pleasure and pride that I present our 2017 Annual Report. In total, we hosted 94 events in 2017, which included a variety of live and community events as well as 39 Oshawa Generals games and various lacrosse, cheerleading and hockey sporting events. Although 2017 will not go down as a banner year for live touring in Oshawa, we were happy to showcase a number of quality concerts which included but were not limited to Dierks Bentley, the iconic Bob Dylan, Long Island medium Theresa Caputo, classic rockers Foreigner, Cirque Musica Holiday, and a host of Canadian content including Blue Rodeo, Tom Cochrane, Dean Brody and the Arkells. Despite a soft touring year which greatly negatively impacted event and ancillary revenue, we finished 2017 on budget thanks to strong revenues generated through Other Income sources, and stringent cost controls.

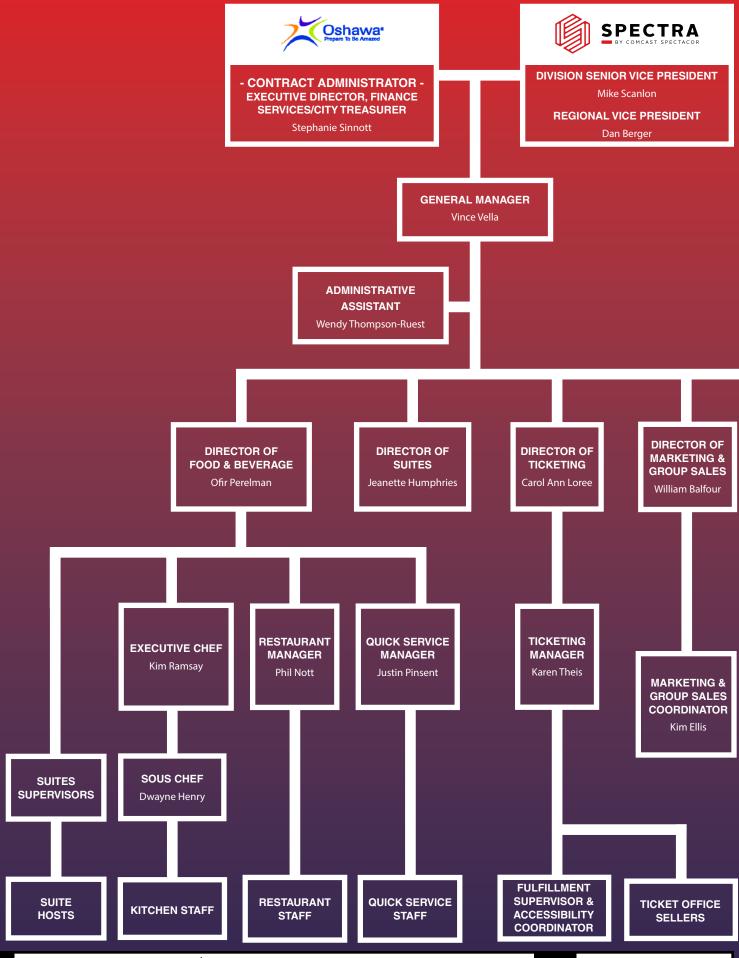
In 2017, capital resources were committed to a number of mechanical areas, most predominantly in the refrigeration plant which included a new compressor and compressor motor. Other capital projects included the replacement of all sport flooring throughout both the main and secondary rinks, the final payment was made towards our ByPass POS system, several pieces of key food and beverage equipment were replaced, and two amplifiers for the sound system were replaced. Annual contributions from capital were also made towards fleet reserve and to the south parking lot restoration project.

2018 appears to be stacking up to be a bounce back year for live events with Judas Priest, Johnny Reid, Gordon Lightfoot, and six shows of Cirque du Soleil Corteo already announced and on sale. For the sporting enthusiast, we will host the Skate Canada National Synchronized Skating Championships in February and look to welcome the WWE in March, the world-famous Harlem Globetrotters in April, prepare for the New York Islanders vs the Buffalo Sabres NHL preseason game in September, and the CHL Canada Russia series in November. Our Spectra Venue Management team continue to enjoy positive and meaningful partnerships with our key stakeholders such as Labatt, Coca Cola, Pizza Pizza, the Oshawa Generals and Tribute Homes. We also continue to nurture and strengthen our relationships within the entertainment industry with the many artists, managers, agents and promotors who drive our industry.

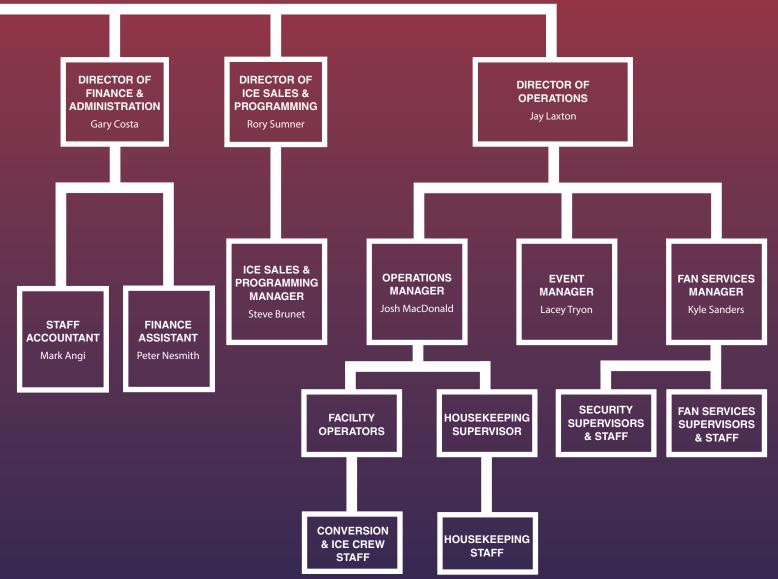
On behalf on our team, I would also like to express our sincere appreciation and the respect that we all share for you as our Contract Administrator as well as the numerous City staff and elected officials that we have the pleasure and privilege to work along side of each day. I am truly excited about what the future holds for this facility and our community and look forward to working with you in 2018.

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

## TRIBUTE COMMUNITIES CENTRE TEAM



Annual Report FY 2017



Spectra | TRIBUTE COMMUNITIES CENTRE

5

Annual Report FY 2017



#### **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 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, 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.

#### **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**, five-time winners of the 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 **Arena Lacrosse League** (the "ALL") announced the formation of a new winter indoor lacrosse league that begun in January 2017. Confirmed teams in the six team league for the inaugural season were Oshawa, Paris, Peterborough, Six Nations, St. Catharines and Toronto.







#### 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 nocalorie and low-calorie options. These beverages include sparkling soft drinks, still waters, juices and fruit beverages, sports drinks, energy drinks and readyto-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.

"I would like to take this opportunity to express my sincere gratitude to Vince and his entire staff at the Tribute Communities Centre. I have been fortunate enough to have been with the Oshawa Generals for eight years and in that time I have had the pleasure to be able to work together with Vince and his team. I have come to know most of them personally and know that their support isn't a front, but a genuine way of doing things. We have worked together to bring events like the upcoming Islanders/Sabres NHL exhibition game, CHL Top Prospects game, two CHL Canada vs Russia games, and a number of international training camps and IIHF exhibition games to the building. None of which could have been done without a great partnership like ours."

#### Roger Hunt Vice President and General Manager, Oshawa Generals Hockey Club

"The relationship between The Feldman Agency and the Tribute Communities Centre is a long standing, important part in a huge number of the tours that we plan. TFA artists have enjoyed playing on the Communities Centre stage for many years, and in a lot of cases multiple times; Johnny Reid, Tom Cochrane, Matthew Good, Our Lady Peace and Tim Hicks, have all performed to capacity crowds . Everyone at TFA can always count on the centre to take care of our artists, and make sure the audience is treated to a safe , enjoyable environment. Most recently we have worked with the Tribute Communities Centre to bring Letterkenny Live to Oshawa. I'm excited to continue growing this important relationship with Vince and his team, and continue to bring TFA's top level talent to the building for years to come."

#### Jeff Craib President, The Feldman Agency

## **2017 ACCOMPLISHMENTS**

Spectra continues to deliver quality programming to the residents of Oshawa and the Durham Region. They are proud to have created memories for 302,109 fans throughout 2017, which generated over \$6,499,571 in gross ticket sales.

was focused on increasing the 2017 customer experience through our food and beverage offerings. Working through our partnership with Labatt, Spectra completed major renovations to Prospects Bar & Grill as well as the Bruce Street Deli. Prospects was modernized with a fresh coat of paint, new feature walls which include murals of the major artists that have performed at the venue, new lighting, as well as renovations to the bar. Spectra revitalized the Bruce Street Deli on the concourse with new graphics and a menu board and added a Caesar Bar station right next to the Bruce Street Deli to give our guests' something to wash those delicious carved sandwich's down during Oshawa Generals games. Spectra also worked closely with Pizza Pizza to completely rebrand Concession Stand 4 to reflect a modern Pizza Pizza franchise look through wood accents, new white countertop and newly designed menu boards.

The list of world-class performers and entertainment that visited the venue throughout the year continues to contribute to our success. New content for the Tribute Communities Centre included the I Love the 90's Tour featuring Vanilla Ice and Salt-N-Pepa, Dallas Smith, Foreigner and Arkells. The venue also hosted three sold out events in 2017 including the return of Dierks Bentley and Theresa Caputo; while Cirque Musica Holiday: Believe, another new addition to the event calendar; mesmerized and entertained another sold out crowd.







The Tribute Communities Centre ranked 4th in Canada for Venues Today's 2017 Canada Top Stops report for venues 5,001 to 10,000 capacity. The report is based on attendance from July 1, 2016 to June 30, 2017.

The Tribute Communities Centre ranked among the top 100 venues for Venues Today Magazine's Social Media Power 100. The venue moved up to 7<sup>th</sup> place for venues 5,001 to 10,000 capacity with a SMP Score of 84, which is 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 each year in Toronto. 2017 was the eighth consecutive year the venue has been nominated for this award.

## NOTABLE EVENTS



**FEBRUARY 11: Blue Rodeo** 



MARCH 25: Bubble Guppies Live MARCH 29: Tom Cochrane



**APRIL 21: Harlem Globetrotters** 

APRIL 29: Dean Brody

MAY 6: 3HL Champions Cup

MAY 27: American Trilogy: The 3 Eras of Elvis





NOVEMBER 8: Theresa Caputo NOVEMBER 13: Foreigner NOVEMBER 23: Arkells

DECEMBER 9: 3HL Oshawa Showcase

**DECEMBER 16: Cirque Musica Holiday** 

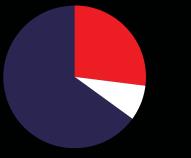
## MARKET SEGMENTS

# ATTENDANCE

CONCERTS:	34,466
FAMILY SHOWS:	14,257
SPORT EVENTS:	11,964
OTHER:	- 4,141
OSHAWA GENERALS:	200,182
ALL EVENTS INCLUDING SPORTS:	265,010
ALL EVENTS NOT INCLUDING SPORTS:	52,864

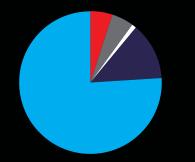
### GROSS

CONCERTS:	\$2,072,395
FAMILY SHOWS:	\$ 434,317
SPORT EVENTS:	\$ 121,646
OTHER:	\$ 268,010
OSHAWA GENERALS:	\$3,603,203
ALL EVENTS INCLUDING SPORTS:	\$6,499,571
ALL EVENTS NOT INCLUDING SPORTS:	\$2,744,721



#### % ATTENDANCE FOR ALL EVENTS NOT INCLUDING SPORTS

CONCERTS:	65.2%
FAMILY SHOWS:	27.0%
OTHER:	7.8%



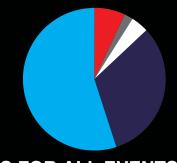
# % ATTENDANCE FOR ALL EVENTS INCLUDING SPORTS

CONCERTS:	13.0%
FAMILY SHOWS:	5.4%
SPORT EVENTS:	4.5%
OTHER:	1.6%
OSHAWA GENERALS:	75.5%



#### % GROSS FOR ALL EVENTS NOT INCLUDING SPORTS

CONCERTS:	74.7%
FAMILY SHOWS:	15.7%
OTHER:	9.7%



# % GROSS FOR ALL EVENTS INCLUDING SPORTS

CONCERTS:	31.9%
FAMILY SHOWS:	6.7%
SPORT EVENTS:	1.9%
OTHER:	4.1%
OSHAWA GENERALS:	55.4%

12 TRIBUTE COMMUNITIES CENTRE | Spectra

## FINANCIAL PERFORMANCE



INCOME (LOSS) FROM OPERATIONS	(\$415,674)	(\$429,399)	\$13,725
INDIRECT EXPENSES	(\$4,210,902)	(\$4,321,100)	\$110,198
OTHER INCOME	\$1,910,399	\$1,884,500	\$25,899
ADVERTISING AND OTHER INCOME	\$870,391	\$908,800	(\$38,409)
NON-EVENT FOOD & BEVERAGE INCOME	\$95,819	\$78,700	\$17,119
ICE AND ROOM RENTALS	\$944,189	\$897,000	\$47,189
TOTAL EVENT INCOME	\$1,884,829	\$2,007,201	(\$122,372)
ANCILLARY INCOME	\$931,421	\$1,017,301	(\$85,880)
SURCHARGE/TICKETING REVENUE	\$284,140	\$224,688	\$59,452
DIRECT EVENT INCOME	\$669,268	\$765,212	(\$95,944)
PAID ATTENDANCE	302,109	286,606	15,503
NUMBER OF EVENTS	94	78	16
	ACTUAL	BUDGET	VARIANCE FAV / (UNFAV)

#### BACKSTAGE PASS



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 eighth annual Key to the TCC Ticket Giveaway in November 2017 where one lucky fan won a pair of tickets to every event at the Tribute Communities Centre in 2018. This year's winner was Debbie Hagner of Pickering who was randomly selected from the 14,445 entries.

# HIGHLIGHTS FROM THE 2017 KEY TO THE TCC CONTEST:

**14,445** ENTRIES **8,615** BACKSTAGE PASS CASL OPTED-IN EMAILS **1,766** NEW CASL OPTED-IN EMAILS **47,800** VISITS **2,936** SHARES

# **BACKSTAGE PASS DATABASE**

**65,309** JANUARY 1ST, 2017 **57,351** DECEMBER 31ST, 2017

\*A DECREASE OF 7,958 MEMBERS IN OUR DATABASE DUE TO CANADA'S ANTI-SPAM LEGISLATION THAT CAME INTO EFFECT JULY 1, 2017.

# **BACKSTAGE PASS PRESALES**

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

#### 6,610 TICKETS = \$439,725.05

TOTAL SOLD THROUGH BACKSTAGE PASS PRESALES

#### TOP 3 HIGHEST TICKET SELLING PRESALES

DIERKS BENTLEY FOREIGNER I LOVE THE 90'S TOUR

1,196 = \$102,688 955 = \$73,243 811 = \$52,989

## WEBSITE

**177,418** USERS

**174,773** NEW USERS

295,256 SESSIONS

**1 MINUTE, 33 SECSONDS** AVERAGE VIST DURATION

2.21 PAGES PER VISIT PAGES

653,630 TOTAL PAGEVIEWS

**MOBILE + TABLET: 180,124** VISTS BY MOBILE VS DESKTOP

**DESKTOP: 115,132** VISTS BY MOBILE VS DESKTOP

**\$1,225,317** MAIN VENUE WEBSITE SOLD (TRACKING ONLINE TICKET LINK SALES ONLY)

# SOCIAL MEDIA

## FACEBOOK

**35,668 LIKES** JANUARY 1, 2017 **36,252 LIKES** 

DECEMBER 31, 2017

#### TWITTER

**11,074 FOLLOWERS** JANUARY 1, 2017 **11,153 FOLLOWERS** 

DECEMBER 31, 2017

#### INSTAGRAM

8,759 FOLLOWERS

JANUARY 1, 2017

#### 8,925 FOLLOWERS

DECEMBER 31, 2017 INCREASE OF 166 FOLLOWERS

## TOP 10 CITY VISITS

OSHAWA	83,707
TORONTO	68,731
WHITBY	22,958
BOWMANVILLE	13,298
PICKERING	10,705
AJAX	9,526
KAWARTHA LAKES	4,555
PETERBOROUGH	4,202
MARKHAM	3,862
HAMILTON	3,808

#### WEBSITE VISITS VIA SOCIAL NETWORK REFERRAL

FACEBOOK: 20,257 VISITS TWITTER: 1,197 VISITS INSTAGRAM: 208 VISITS

#### **TOP 5 PAGES OF CONTENT**

HOME PAGE	165,887
EVENTS	71,647
EVENTS CALENDAR	59,750
CONCERT & EVENT LISTING	31,221
STAFF PAGE	26,458

#### FANS' FAVOURITE CONTEST

- 388,124 PEOPLE REACHED THROUGH FACEBOOK LIVE / 46,500 VIEWS / 413 LIKES / 2,887 COMMENTS
- •TIME TO MELT = 1 DAY; 6 HRS; 42 MINS
- 408 FULL PLAYS OF VANILLA ICE'S *ICE ICE BABY* FOR THE ICE BLOCK TO MELT



#### **INCREASE OF 584 LIKES**

- FACEBOOK POST ORGANIC REACH OF 3,152,045 USERS
- FACEBOOK POST PAID REACH OF 614,698 USERS
- GENERATED OVER 1088 TICKETS SOLD AND \$60,890 IN REVENUE (TRACKING DIRECT ONLINE TICKET LINK SALES ONLY)

#### **INCREASE OF 79 FOLLOWERS**

- ORGANIC POST REACH OF 558,800 USERS
- MOST ENGAGED TWEET: 28 RETWEETS; 95 LIKES

   @coleswindell had the crowd dancing away and we almost expected a
   mic drop at the @MyTributeCentre! @DierksBentley up next! #WTHtour
   20 TICKETS = #1 C21 (TRACKING ONLINE SALES ONLY)
- 20 TICKETS = \$1,621 (TRACKING ONLINE SALES ONLY)

#### YOUTUBE

#### 226,414 CHANNEL VIEWS JANUARY 1, 2017

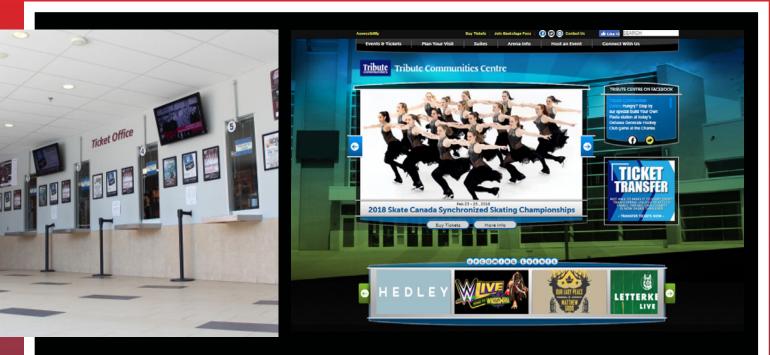
245,624 CHANNEL VIEWS DECEMBER 31, 2017

**INCREASE OF 19,210 CHANNEL VIEWS** 

WEBSITE AND SOCIAL

Annual Report FY 2017

## **TICKETING**



#### **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. 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

TOTAL	50,020	\$2,420,125		
PHONE	3,696	\$222,542	7%	
MOBILE	4,044	\$227,575	8%	
TICKET OFFICE	19,874	\$606,967	40%	
INTERNET	22,406	\$1,363,041	45%	

\*DOES NOT INCLUDE TENANT TEAMS AND REPRESENTS TICKETS SOLD BETWEEN JANUARY 1, 2017 AND DECEMBER 31, 2017.

#### **CART ABANDONMENT FOR 2017**

#### **164 TICKETS**

#### TOTAL OF \$9,352

Abandoned cart emails are sent to fans who have added tickets to their online cart but failed to check out. Paciolan implemented a generic cart abandonment program in September 2015 which has generated \$27,039 in revenue through 480 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.

#### PUBLIC RELATIONS



MUSIC / LIFESTYLE / FILM / LIL MIX / VIDEOS / PODCASTS

#### ARKELLS AT TRIBUTE COMMUNITIES CENTRE



## Millions in TCC naming rights

Gens tickets, ice time and bonus advertising all part of new deal

Posted on November 15, 2017 by oshawaexpress in News



*RAMPLIFY* 

See TICKETS We're music people, jus

HOME FIVE SHOWS

GET THE AMPLIFY APP THE RE





78

SPORTS

Home / Sports /Oshawa To Host New York Islanders

FULL MEN

LOCAL NEWS

# Oshawa to host New York Islanders, Buffalo Sabres preseason NHL game in September

CRIME

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EVENTS

EDUCATION

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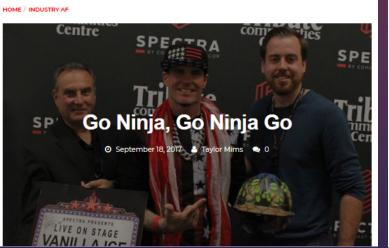
CLASSIFIEDS

Game could see return of Tavares, Clutterbuck, de Haan, Dal Colle, Vande Sompel to Oshawa

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CHRONICLE





Annual Report FY 2017

Spectra | TRIBUTE COMMUNITIES CENTRE 17

## FACILITY OVERVIEW

#### LOADING BAY

The Tribute Communities Centre has two standard sized loading docks with dock levelers and one drive-in 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 1,600 total amps of camlock show power. 600A lighting panel, 400A audio panel and 600A show power panel.

#### 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), which can be fully accessible via our catwalk, 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 luxury 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 a new video scoreboard in 2016. The video scoreboard utilizes virtual scoring and boasts a resolution of 5.2mm on the main video screens as well as lower ring.

#### **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 newly renovated, 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





SPORT FLOORIN	G
\$185,000	Replacement of all the sport flooring in the main and secondary rinks.
SOUTH PARKING	5 LOT
\$100,000	Contribution to the overall project which included a complete excavation of the South parking lot as well as regrading and paving.
POS SYSTEM	
\$93,000	Final payment for our point of sale system which has allowed us to expand payment options for fans, as well as to have the capabilities to process our volume of sales.
ICE PLANT	
\$50,895	Replacement of the Frick compressor and a compressor motor within the ice plant.
FLEET RESERVE	
\$20,000	Contribution to the fleet reserve for city vehicles replacement including ice resurfacers.
AUDIO FLEX	
\$7,000	Replacement of two amplifiers for the sound system.
CONVECTION O	/EN
\$5,700	Replacement of aging existing convection oven to ensure ability to execute while maintaining quality.
BACK BAR REFRI	GERATOR
\$3,800	Replacement of aging equipment to ensure ability to provide ice which is safe and of the highest quality.

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 satisfaction 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 3,658 fans surveyed, rating specific aspects of our services from 1-3

- 1 Did not meet expectations
- 2 Met expectations
- 3 Exceeded expectations

	Rating Average
Website	2.10
Purchasing Tickets	2.21
Customer Service	2.23
Cleanliness	2.24
Prospects Bar & Grill	2.11
Concession Stands	1.91
Enjoyment of Entertainment	2.46
Navigation Around Venue	2.16
Total Response Count	3,658

### **CUSTOMER COMMENTS**

"The experience going to the Tribute Communities Centre has been extremely good especially since I usually have to bring a wheelchair or use a cane. It is not easy going to any event, any place, and the Tribute Centre makes it so easy. We never have any worries about how to get around the centre so we can enjoy the entertainment so much more. Thank you to everyone there!" - Arlene E. of Oshawa -

*"Always impressed with my visit to the venue. Whether it be for concerts or a Generals game the service is second to none. Keep up the great work!"* - Al K. of Bowmanville -

"I have nothing but good things to say about Tribute Communities Centre (Oshawa) I have been to several country show, Jeff Dunham and Oshawa General games. The venue is amazing as every seat in there is a good seat. The staff have always been pleasant and helpful. I look forward to my next visit." - Denise G. of Oshawa -

"Staff is always fantastic! Shows are great, well organized entrances and exit for each show. We love going to the Tribute centre and supporting local!" - Sara H. of Oshawa -

"I have told you this before but any time we have attended a concert we have been really impressed with the assistance from your staff - I use a walker and they are always quick to assist or help. Makes the whole experience extra meaningful - we wll not hesitate to attend another concert at your venue. Thank you" - Laurie C. of Ajax -

"We were very surprised and impressed with the venue. We attend a lot of shows in Toronto and pay sometimes double the amount and have enjoyed the show a lot less. I have never visited your venue previously but loved the fact all seats had a great view of the stage." - Andra T. of Ajax -

#### **GREAT EXPERIENCE**

**GREAT** EXPERIENCE greet • relate • explore • address • thank





Greet the customer

G

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Relate with a friendly question

Explore the options

Address and respond to their needs

Thank the customer and make them feel good

Customer service is at the foundation of who we are as an organization. We are responsible for transforming events into experiences - every day with every action. Our new corporate-wide customer service platform that supports our Credo is the **GREAT Experience**. The GREAT Experience is a repeatable service model that we can use in every interaction with our clients, customers and employees.

We recognize our former How You Doin' program, was pivotal to our growth and helped to build our reputation as an industry leader in customer service. The new GREAT Experience model be utilized in all of our locations and replace the HYD program.

Under the direction of our GREAT Experience Champion, Food and Beverage Director Ofir Perelman, plans are underway to fine tune and drive the program for the 2018/2019 season.

## **COMMUNITY INVOLVEMENT**



#### **TOUCH-A-TRUCK**

Spectra launched the fourth annual Touch-a-Truck event with more than 40 vehicles participating and an estimated attendance of 4,000 guests over the course of the four hour event.

Through donations from attendees as well as vehicle partners, vendors, and Spectra's BBQ, Spectra was able to generate and donate \$2,842.82 to Big Brothers Big Sisters of Oshawa-Whitby.



#### **TICKET DONATION**

Spectra assists numerous non-profit organizations in conjunction with upcoming events through regularly donating tickets as silent auction prizing. In 2017, Spectra donated over \$3,329 in sporting and live event tickets to assist with these groups' fundraising efforts.

#### DCAHL FOOD DRIVE

The Durham Central Adult Hockey League hosted their annual food drive which benefitted Feed the Need Durham. Teams and staff of the DCAHL, Oshawa Generals fans, and the community rallied together to donate \$492 and 1,856lbs of food.

#### **GUITAR AUCTIONS**

Spectra launched guitar auctions to benefit local charities to the tune of \$3,181 in January 2017. The auctions consisted of three guitars that were autographed by a myriad of musical artists that performed in 2016 at the TCC.



Annual Report FY 2017

#### **TESTIMONIALS**

#### Dear Mr. Vella:

On behalf of the Durham Catholic Children's Foundation, thank you for your generour contribution to our 4th Annual Gala on May 5, 2017. With your support, we raised over \$23,000 for our most vulnerable Durham Catholic children and families.

Traditionally, our school communities and staff have helped families in need through various charitable fundraising activities. The Durham Catholic Children's Foundation (established in 2014) allows us to expand and promote these iniatives, and ultimately, reach out to more families.

We look forward to sharing updates regarding next year's signature event at durhamcatholicfoundation.ca

Sincerely, Stan Karwowski Board Chair Durham Catholic Children's Foundation

Dear William,

Thank you for doing your part in the fight against breast cancer. We are so grateful for your recent donation of \$1,000 to support Canada's best breast cancer research from your pink guitar auction.

Thanks to you, we can fund breast cancer research to support the thousands of women fighting right now and prevent others from ever being diagnosed.

Alyssa Vito, a recent university graduate in peak athletic form, was the last person you would expect to get cancer, yet at just 23 years old, she was diagnosed with triple-negative breast cancer, an aggressive and hard-to-treat form of the disease. Over eight months, Alyssa underwent intense treatment that included a partial mastectomy, chemotherapy, and radiation.

Now cancer-free, Alyssa's experience prompted her to apply to graduate school to work with Society-funded researcher Dr John Valliant at McMaster University, researching a non-invasive way to better detect breast cancer.

Progress in research can't happen without your support. Thank you for helping to make a life-saving impact in the fight against breast cancer.

With sincere thanks, Kelly Ziger Community Development Manager Canadian Cancer Society

#### Dear Vince,

Our recent Yuk Yuk's Comedy fundraiser was a huge success. The event was sold out with over 230 guests and we raised just over \$3,200 for Cystic Fibrosis Canada.

We couldn't have done this without the support of our community partners and sponsors like you. We're already looking forward to next year's event and I hope we can count on your support again in 2018!!

On behalf of the Oshawa Kinsmen Club, I would like to take this opportunity to thank you for your generosity and continued support.

Thank you, Grant Miller Oshawa Kinsmen Club

#### Dear Friends,

It is my pleasure to express my thanks, on behalf of The Denise House, for your generous donation of 30 Harlem Globetrotters tickets that you received from K+K Recycling. Please know that your donation is received with appreciation and gratitude by the many women and children that are supported by The Denise House in all our programs.

It is our Mission to provide a safe, supportive, and empowering environment to our families; committed to promoting equality for all persons and through education, working towards a safer community. Because of the support received by you, we are able to extend this hope to more than 300 women and children in our shelter and more than 400 women we see in our Outreach Programs each year.

Sincerely, Sandra McCormack Executive Director The Denise House





Overall, 2017 was a challenging year in that, compared to years past; it was a relatively soft live event touring year, and the Oshawa Generals also experienced a dip in their game day attendance for the 2016/2017 season. 2018, on the other hand, has all the earmarks of a solid bounce back touring year with 14 diverse events already currently on sale. It is also hoped that Oshawa Generals attendance will also bounce back for the 2018/2019 season.

The venue is now strongly positioned within the sports and entertainment community and we continue to solidify those relationships as well as seek out and build new ones. Although it opened its doors in 2006, the facility has never looked better as capital investments continue to be made in many key areas. Several major projects which were completed over the past two seasons included the new centre hung score clock, the replacement of the suite level carpeting, the restoration of the south parking lot, replacement of the building automation system, and the replacement of the sports flooring throughout the facility. The focus in 2018 will be to continue ensuring we position ourselves for success with the scheduled replacement of our sport lighting to LED technology, upgrading the rink to meet current NHL player safety standards, and investing in replacement of our aging IT and communications infrastructure, and aging food and beverage and live event equipment.

Our market, the City and Region continues to flourish and grow. 100 Bond is preparing to expand with the addition of more apartment complexes which will add to the growing population living within the downtown core, and it hoped that with the completion of the renovations to the Genosha and the start and eventual completion of the residential development to our south, downtown and area growth will continue and enhance our ability for success.

#### **EVENTS ALREADY BOOKED FOR 2018**

- NHL Alumni Game: Toronto Maple Leafs vs Montreal Canadiens
- 2018 Skate Canada Synchronized Skating Championships
- Hedley
- WWE Live
- Our Lady Peace and Matthew Good
- Letterkenny Live
- Judas Priest
- Skating Through the Decades
- Johnny Reid
- Harlem Globetrotters
- Gerry Dee
- Peppa Pig Live
- Cirque du Soleil Corteo
- NHL Preseason: New York Islanders vs Buffalo Sabres
- John Mellencamp
- Jann Arden
- Thank You Canada ft. Tessa Virtue & Scott Moir, Patrick Chan and more
- CIBC Canada Russia Series
- Gordon Lightfoot



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