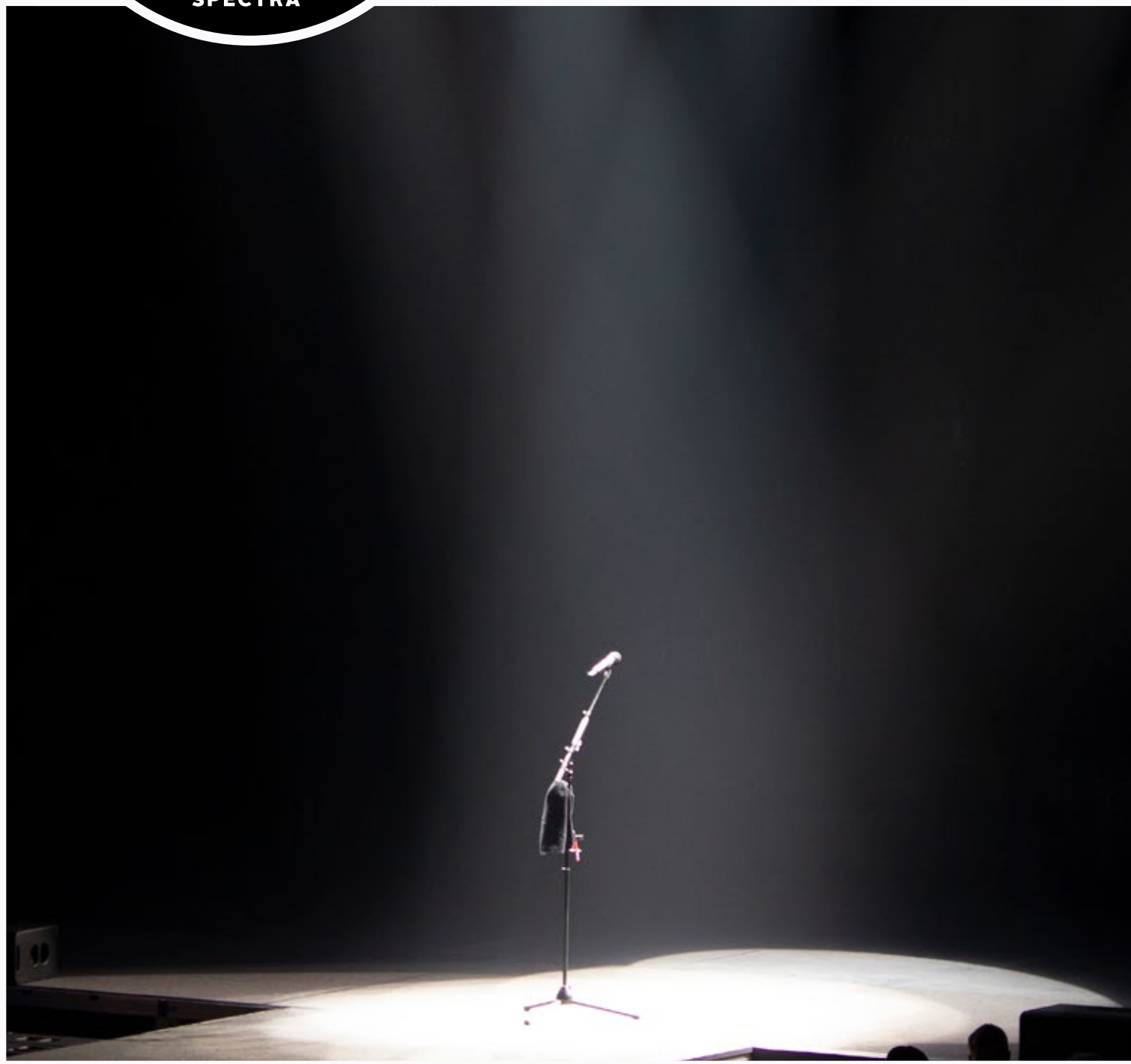


2020 ANNUAL REPORT



SPECTRA

Tribute communities Centre



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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 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 GENERAL MANAGER



Dear Stephanie;

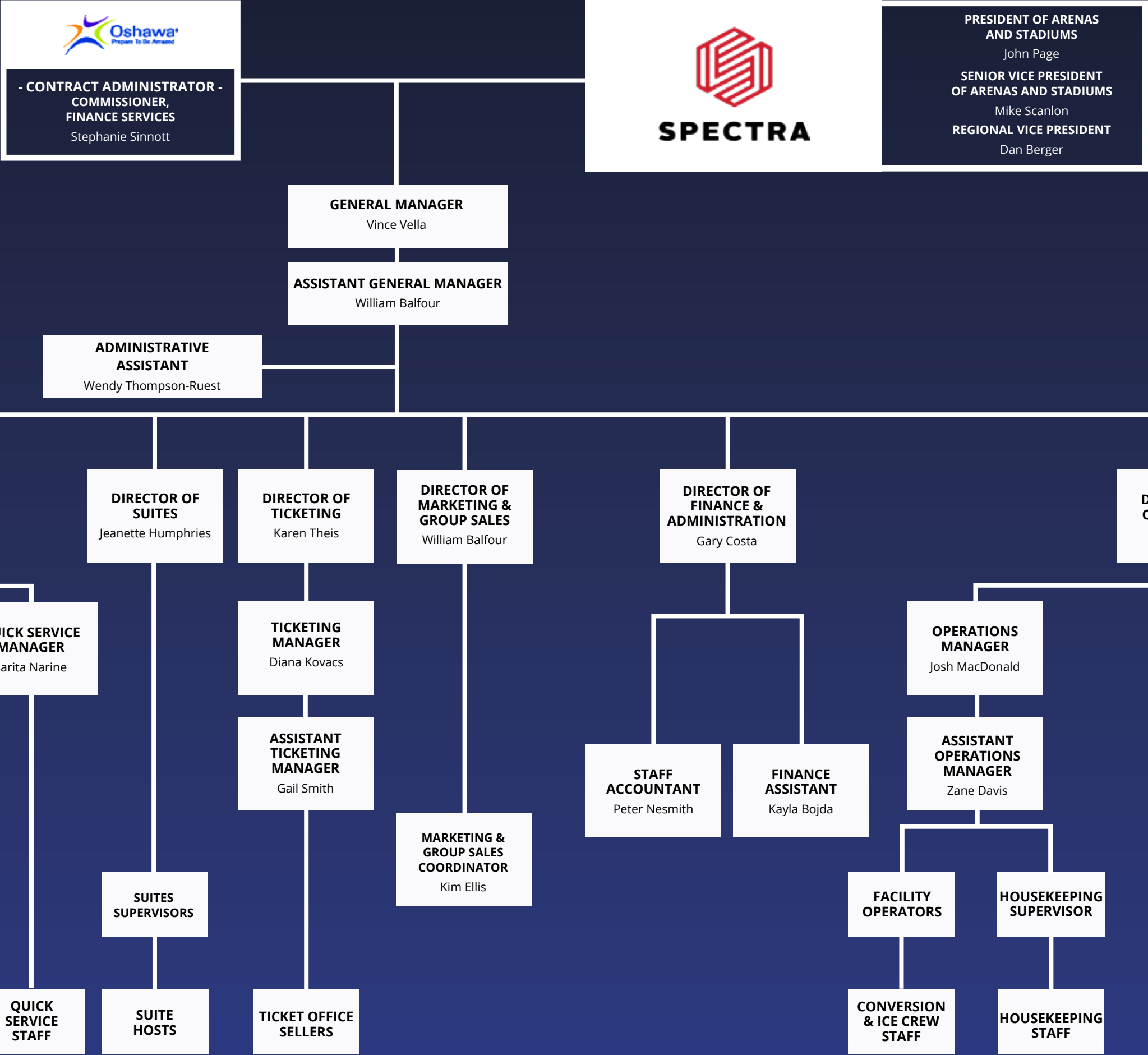
To say that 2020 was a challenging year would be an understatement. No one could have imagined when we closed our doors March 12th, that almost a year later, we would be continuing in our fight to stop the spread of the COVID-19 virus, and still months away from hosting fans once again in our venues. The sports and entertainment industry has certainly been one of the hardest hit during the pandemic and it has impacted countless lives either directly related on the venue management and operational side, those working as part of our tenant team, a member of the entertainment world, or as one of the many support service groups vital to our industry.

During these troubling times, I am extremely proud of the job my team has done to remain resilient, persevere, and adapt to an ever-changing environment. While closed to the public, a wide range of cost cutting measures were put into place, extensive administrative projects were completed including the creation of a comprehensive “Together Again” Re-Opening Plan to ensure a current safe working environment, and a well-structured and safe facility for when the time comes to reopen. The lockdown also afforded our operations team a unique opportunity to map out and execute an extensive repairs and maintenance campaign. This included addressing a number of high priority projects such as the updating of the emergency generator, installing a new Zamboni pit safety rail, upgrading the refrigeration plant operating system, and rebuilding of the player bench areas in both the main and community rink. Along with these projects, numerous secondary projects were completed including extensive repainting of much of the venue, cleaning and repairing of beer lines, cleaning and repairing of roof troughs, as well as the repair and/or cleaning of numerous other areas.

On August 4th, health restrictions were amended to allow instructional ice rentals. This not only allowed us to welcome back the public but to once again generate much needed revenues. Revenue generation has been front of mind throughout the pandemic and required us to think outside the box. Additional new revenues were generated through negotiating a new signal booster site agreement with Freedom Mobile, as well as by selling of non-traditional assets such as virtual events, and holiday dinner packages.

As we see some light at the end of the tunnel, we eagerly await word on the resumption of OHL hockey and work closely with all our live event partners to plan and prepare for concerts to return. The remainder of 2021 and 2022 will be dedicated to extensive preparation to ensure that we are fully equipped when the time comes to welcome our fans back, and to provide the healthy and safe environment which they will expect. I cannot overstate the importance of the unbelievable, support which we have received from you and the City during this time of crisis, and please know that it very much appreciated. Looking forward to a quick recovery and a bright future.

Sincerely,
Vince Vella
General Manager for Spectra Venue Management



	<p>CITY OF OSHAWA</p> <p>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.</p>
	<p>SPECTRA</p> <p>Spectra 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 Partnerships.</p>
	<p>TRIBUTE COMMUNITIES</p> <p>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.</p>
	<p>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.</p>



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.

  	<p>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.</p> <p>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.</p> <p>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.</p>
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Following an extremely successful 2019, the Tribute Communities Centre was scheduled to have another busy lineup of A-List entertainment but that changed on March 11, 2020 when the World Health Organization declared the global outbreak of COVID-19 a pandemic. By the end of March, the Government of Canada had prohibited organized public events and social gatherings of more than five people causing the postponements and cancellations of the remaining events in the 2020 year.

The majority of Spectra staff quickly transitioned to a work from home environment and began the difficult task of developing new policies and procedures for food service, event attendance, and ice rentals. In conjunction with the City of Oshawa, local health officials, and the Spectra corporate office, the Tribute Communities Centre reopening committee developed local policies for staff and guests while they worked with promoters to reroute their upcoming tours that had not yet been announced. Spectra's Together Again! Master Reopening Plan includes policies and procedures to provide a safe environment for guests and staff to maximize rentals on both ice surfaces at the Tribute Communities Centre. Spectra was able to reopen the Tribute Communities Centre on August 4 to offer ice programming for on-ice instruction to specific sport affiliations and organizations.



While live music and entertainment was temporarily on hold, entertainment itself was still alive with many artists providing digital experiences for fans. Spectra looked to virtual events to provide to fans who were craving events and worked with promoters to offer A (Virtual) Christmas Vacation: An Evening with the Griswolds featuring Chevy Chase and Beverly D'Angelo, Stream of Consciousness featuring Colin Mochrie and Brad Sherwood, and KISS 2020 Goodbye featuring KISS on New Years Eve. Since the team at the Tribute Communities Centre had no upcoming events to prepare for, the focus shifted to repairs and maintenance of the facility including the following:

- Accessible ramp for event floor purchased and new event maps designed for accessible seating
 - Rebuilt players bench and penalty box floors on both rinks
 - Ringette lines installed on Rink 2
 - Coaching Boards installed
 - Shower troughs in dressing rooms repaired and sealed
 - Installed new Zamboni thresholds
 - Reorganized and cleaned all storage rooms
 - Installed new carpeting in both elevators and repaired handrails
 - Ice plant controller upgrade
 - Generator upgrades as per TSSA
 - Air Handler 3 overhauled
- Upper roof trough drains were cleaned and various leaks on roof were patched
 - Heating loop pipe repaired (Charles Street)
 - Repaired damaged light pole at Gate 1
 - Painting and restringing of 10 hockey nets
 - Patched and painted every wall throughout the venue
 - Painted concourse floor, catwalk walkway, and Season Ticket Holder Entrance and stairs
 - City installed new 1GB Fibre line into venue
 - Freedom Mobile Signal Booster installation
 - Various repairs made to video scoreboard
 - RFAM Program to track building inventory
 - Awarded new pest control contract in November
 - AGCO licensing area for serving outside Gate 1
 - All beer draught lines were repaired and reinsulated



	ACTUAL	BUDGET	VARIANCE FAV / (UNFAV)
Number of Events	28	89	(61)
Paid Attendance	95,098	317,020	(221,922)
Direct Event Income	\$218,584	\$694,700	(\$476,116)
Surcharge/Ticketing Revenue	\$65,323	\$387,100	(\$321,777)
Ancillary Income	\$336,156	\$1,011,800	(\$675,644)
Suite Leases & Rental Revenue	\$361,152	\$401,100	(\$39,948)
Total Event Income	\$981,215	\$2,494,700	(\$1,513,485)
Ice Rental Revenue	\$682,993	\$1,062,100	(\$379,107)
Naming Rights Revenue	\$202,000	\$202,000	-
Advertising, F&B and Other Income	\$100,594	\$571,000	(\$470,406)
Total Other Income	\$985,587	\$1,835,100	(\$849,513)
Food and Beverage Expenses	(\$430,069)	(\$659,600)	\$229,531
Building Operations Expenses	(\$1,712,197)	(\$1,764,900)	\$52,703
All Other Departmental Expenses	(\$1,753,052)	(\$2,249,200)	\$496,148
Indirect & Extraordinary Expenses	\$3,895,318)	(\$4,673,700)	(\$778,382)
Income (Loss) From Operations	(\$1,928,516)	(\$343,900)	(\$1,584,616)

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.

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.

ARENA SOUND SYTEM

A new sound system was installed in 2019 to enhance the Fan Experience. The new system provides better coverage throughout the building, discernibly clear audio, multi-layering and steering of all audio speakers, including the ability for all user groups to play audio of their choice over Bluetooth connection.

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.

CONFIGURATION CAPACITIES

Hockey Mode	6,158
Basketball Mode	6,418
360 Mode	6,847
270 Full Mode	5,366
180 Full Mode	4,884
Three Quarter Mode	4,061
Half Mode	3,387
One Third Mode	2,813
One Quarter Mode	1,506



LED LIGHTING

\$131,661 Lease payment for LED sport lighting.

ZAMBONI

\$99,455 Purchase of new Zamboni ice resurfacer.

SOUND SYSTEM

\$96,595 Lease payment for the new sound system.

IT TECHNOLOGOY AND COMMUNICATIONS

\$85,435 Includes Video Room vMix, Compute lease payment for server and telecommunications, six laptops and licenses, score clock camera and AODA compliant website redesign.

REFRIGERATOR HUB CONTROL

\$58,280 Updated refrigeration control operating system, and addition of an ice surface temp control sensor.

POS SYSTEM

\$44,758 Lease payment for Squirrel Point-of-Sale System.

CONTRIBUTION TO FLEET RESERVE

\$20,000 Contribution to the fleet reserve for city vehicles replacement including ice resurfacers.

ACCESSIBLE RAMP

\$9,423 Accessible ramp for floor access so that we can begin offering accessible seating on the floor for various event setups.

FOOD AND BEVERAGE EQUIPMENT

\$5,231 To replace various pieces of food and beverage equipment within Prospects Bar & Grill.

ZAMBONI DUMPING PIT RAILING

\$4,500 Replacement of damaged original rail to ensure workplace safety.

SHOWER REFRESH

\$3,225 Recoated shower drain troughs with Epoxy in dressing rooms.

NOTABLE EVENTS



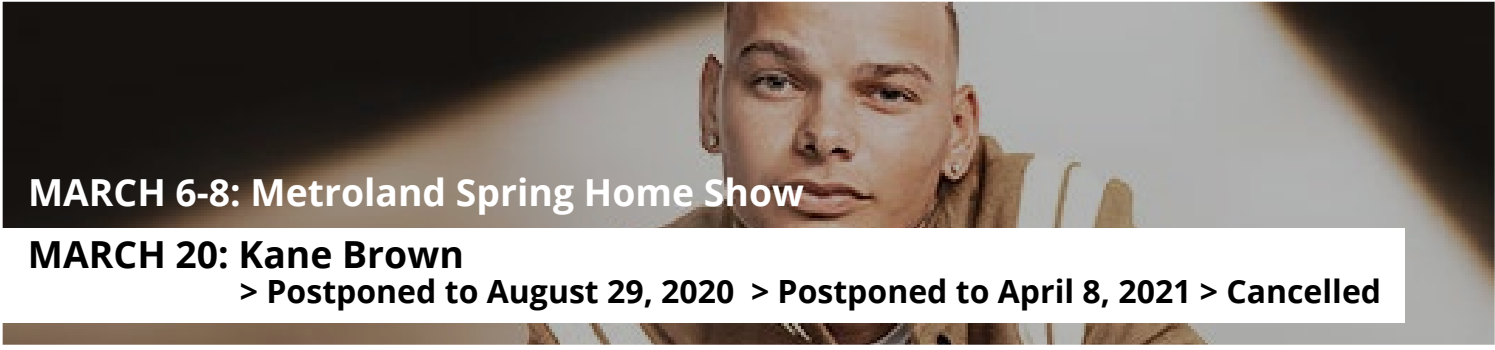
JANUARY 11: Our Hockey Heroes Alumni Benefit Game
Toronto Maple Leafs vs Montreal Canadiens



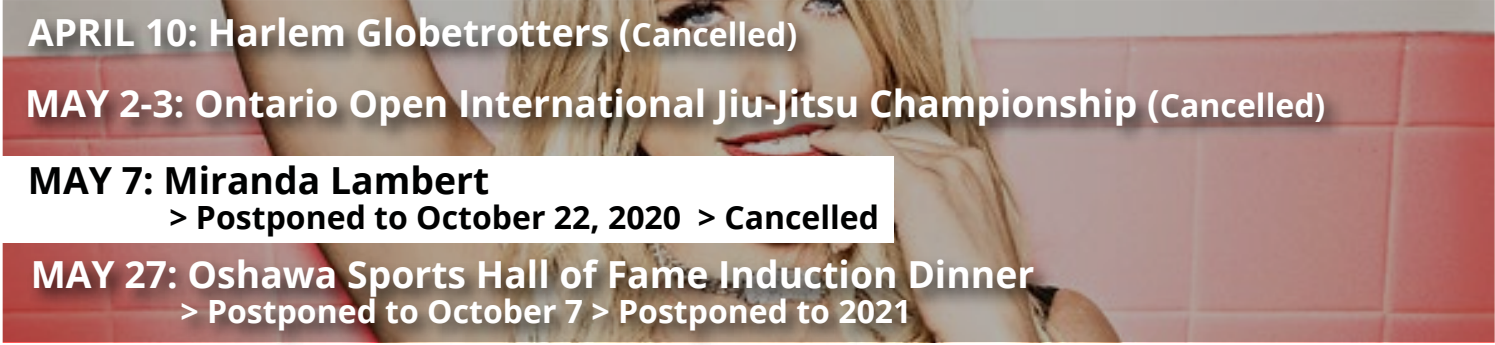
JANUARY 24: Brantley Gilbert



FEBRUARY 6: We Will Rock You



MARCH 6-8: Metroland Spring Home Show
MARCH 20: Kane Brown
> Postponed to August 29, 2020 > Postponed to April 8, 2021 > Cancelled



APRIL 10: Harlem Globetrotters (Cancelled)
MAY 2-3: Ontario Open International Jiu-Jitsu Championship (Cancelled)
MAY 7: Miranda Lambert
> Postponed to October 22, 2020 > Cancelled
MAY 27: Oshawa Sports Hall of Fame Induction Dinner
> Postponed to October 7 > Postponed to 2021



JUNE 2: Trent University Convocation (Cancelled)
JUNE 4-5: Ontario Tech University Convocation (Cancelled)
JUNE 8-10: Durham College Convocation (Cancelled)
JUNE 25: Maxwell Heights Commencement (Cancelled)
AUGUST 21: Touch-A-Truck: On the Road Virtual Series



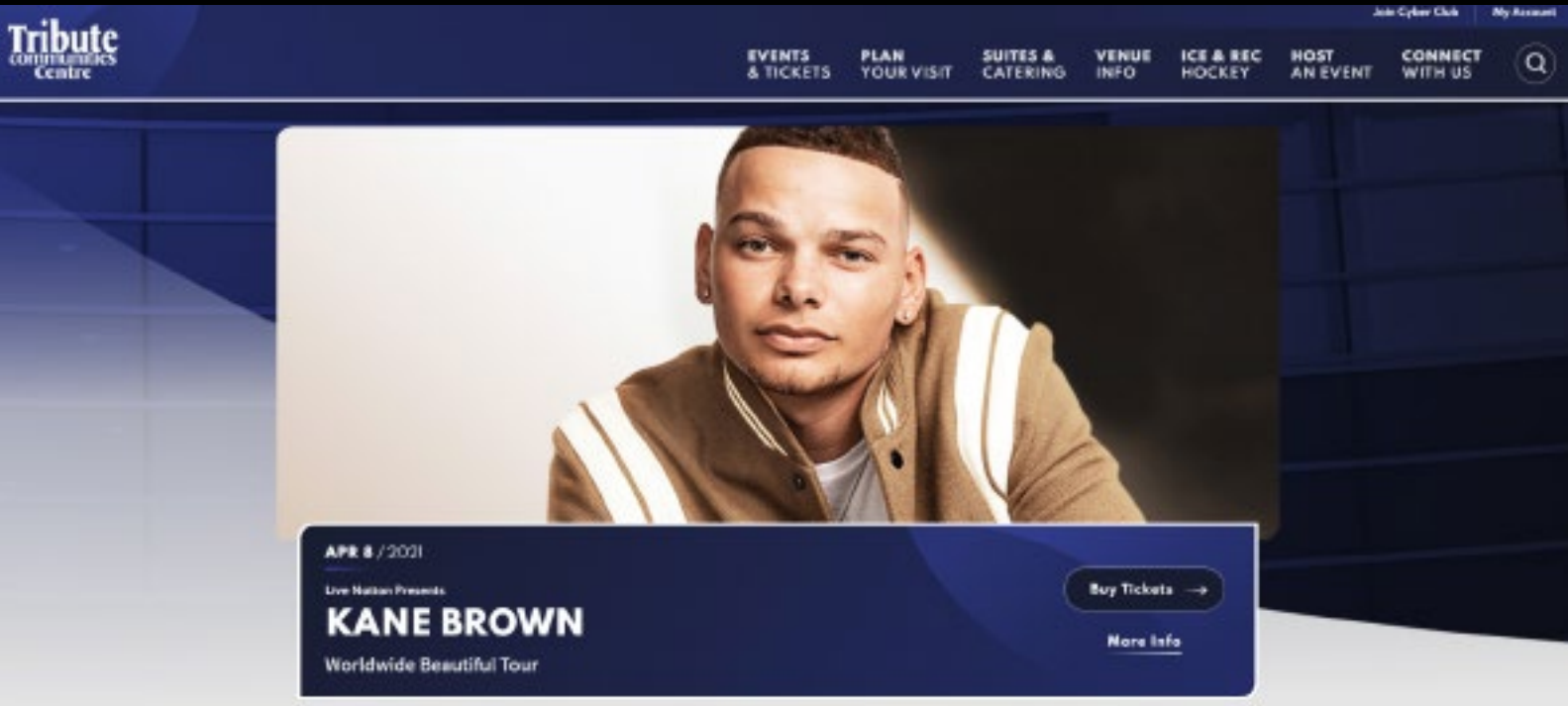
NOVEMBER 28 & DECEMBER 19: A (Virtual) Christmas Vacation
An evening with Chevy Chase and Beverly D'Angelo



DECEMBER 5, 13 & 19: Stream of Consciousness
Featuring Colin Mochrie & Brad Sherwood



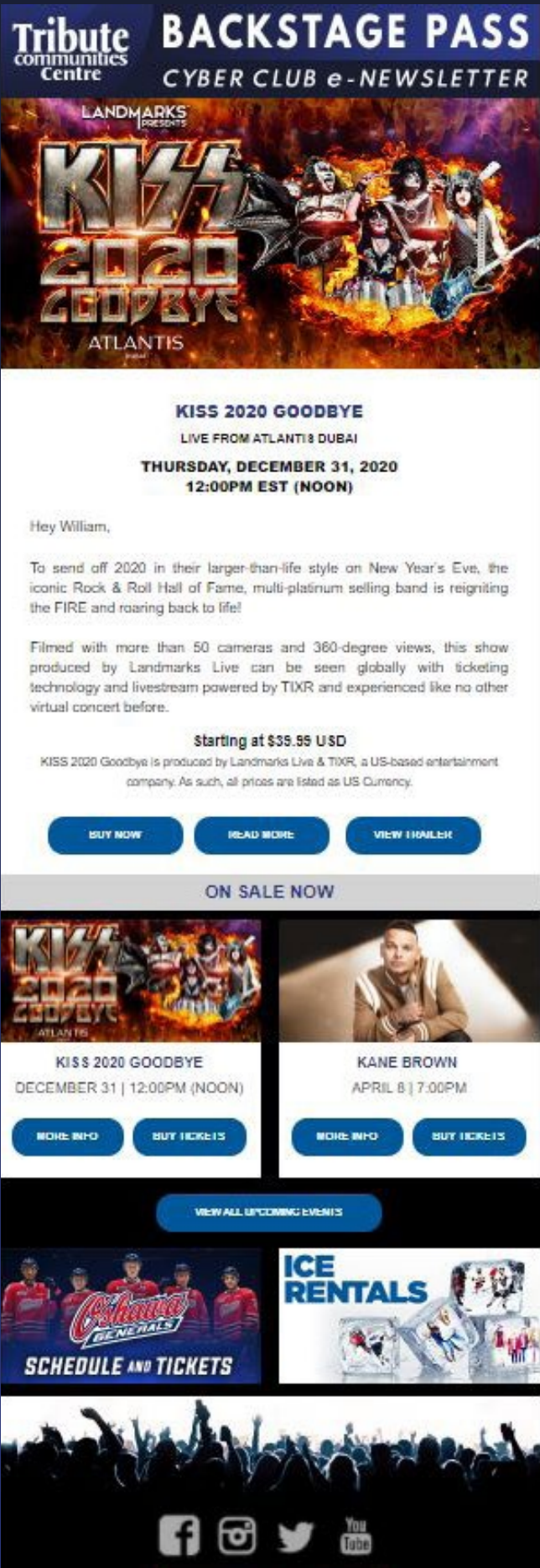
DECEMBER 5-6: Cheer for the Cure (Cancelled)
DECEMBER 31: KISS 2020 Goodbye Virtual Concert



Spectra was excited to launch the new Tribute Communities Centre website in October 2020 in partnership with Carbonhouse. The new website was designed to provide all users an easier experience on desktop and mobile devices while maximizing the ability to create excitement and promote upcoming events and offerings at the venue. The website has implemented the relevant portions of the World Wide Web Consortium's Web Content Accessibility Guidelines 2.0 Level AA (WCAG 2.0 AA) as its web accessibility standard. New areas were created for promoters and event organizers as well as fans and guests visiting the venue to access information. The content management system was also updated to streamline different functions for Spectra staff when announcing new events as well as new features for more customization.

ANALYTICS

137,069 USERS	128,697 NEW USERS	221,637 SESSIONS	\$108,628 MAIN VENUE WEBSITE SOLD (ONLINE TICKET SALE LINKS ONLY)
3.84 PAGES PER VISIT PAGES	1 MINUTE, 36 SECONDS AVERAGE VIST DURATION		
850,451 TOTAL PAGEVIEWS	MOBILE + TABLET: 89,498 VISTS BY MOBILE VS DESKTOP	DESKTOP: 47,453 VISTS BY MOBILE VS DESKTOP	
WEBSITE SESSIONS VIA SOCIAL NETWORK	TOP 5 PAGES OF CONTENT	TOP 5 CITY VISITS	
FACEBOOK: 14,792 SESSIONS TWITTER: 1,874 SESSIONS INSTAGRAM: 1,249 SESSIONS	HOME PAGE 114,041 EVENT CALENDAR 36,894 EVENTS 25,244 CONTEST 23,281 COVID-19 GUEST INFO 21,003	OSHAWA 50,206 TORONTO 45,220 WHITBY 13,937 BOWMANVILLE 9,150 PICKERING 7,546	



The Backstage Pass Cyber Club has become one of our most successful marketing and information tools at the venue. It allows us to communicate with our members quickly and easily while providing them with all types of information. This year it has been crucial in our efforts to communicate postponed or cancelled events and refund information to ticket purchasers.

With the website's redesign, we also updated our e-Newsletter templates to make branding consistent throughout the ticket purchasing process.

ANALYTICS

64,475 JANUARY 1, 2020	63,811 DECEMBER 31, 2020
-664 SUBSCRIBERS	
1,554,982 EMAILS DELIVERED	
338,756 DISTINCT OPENS	40.65% AVG DISTINCT OPENS
512,743 SUM OF OPENS	123.87% AVG SUM OF OPENS
4.52% AVG CLICK-THROUGH-RATE	
335 TICKETS TOTAL SOLD THROUGH BSP EBLASTS IN 2020	\$13,477

Backstage Pass statistics are not favorable this year due to COVID-19 and the lack of new event announcements and presales during 2020. Unsubscribe rates have increased due to emails regarding other types of venue offerings such as ice rentals, new policies and procedures, and other information have increased which most live event fans don't find relevant to them. We believe once we're able to start hosting live events again, our membership numbers will be replenished.

FACEBOOK

37,439 LIKES
JANUARY 1, 2020

36,980 LIKES
DECEMBER 31, 2020

- 459 LIKES

- Facebook post organic reach of 1,010,464 users
- Facebook post paid reach of 397,828 users
- Generated over 77 tickets sold and \$3,011 in revenue

TWITTER

10,789 FOLLOWERS
JANUARY 1, 2020

10,550 FOLLOWERS
DECEMBER 31, 2020

- 239 FOLLOWERS

- Organic post reach of 499,943 users
- Generated over 10 tickets sold and \$237 in revenue

INSTAGRAM

11,936 FOLLOWERS
JANUARY 1, 2020

11,890 FOLLOWERS
DECEMBER 31, 2020

- 46 FOLLOWERS

- Generated over 5 tickets sold and \$112 in revenue

YOUTUBE

284,240 VIEWS
JANUARY 1, 2020

309,482 VIEWS
DECEMBER 31, 2020

+ 25,242 VIEWS

*Tracking direct online ticket link sales only for revenue figures.

INITIATIVES

We wanted to keep the Tribute Communities Centre in the spotlight throughout the pandemic so we launched campaigns to do that while also focusing on supporting local artists, businesses and community partners. We also commemorated past events through #FlashbackFriday by posting past events we've hosted over the years and fans voted the Luke Combs concert, the best event we've hosted through our March Madness style bracket.



BEST EVENT BRACKET

When March Madness 2020 was cancelled near the start of the pandemic, Spectra looked at ways to incorporate the popular bracket theme and created the Best Event Bracket for the Tribute Communities Centre. The bracket started with 32 of the most known events at the venue. Social media followers were able to vote for their favourites, round by round, until the champion was chosen. The final four consisted of The Tragically Hip and Luke Combs as well as Jeff Dunham and Elton John whereas Luke Combs and Elton John met in the finals.

18,878 votes were collected throughout the bracket that ultimately named Luke Combs as the winner.

TCC VIRTUAL STAGE

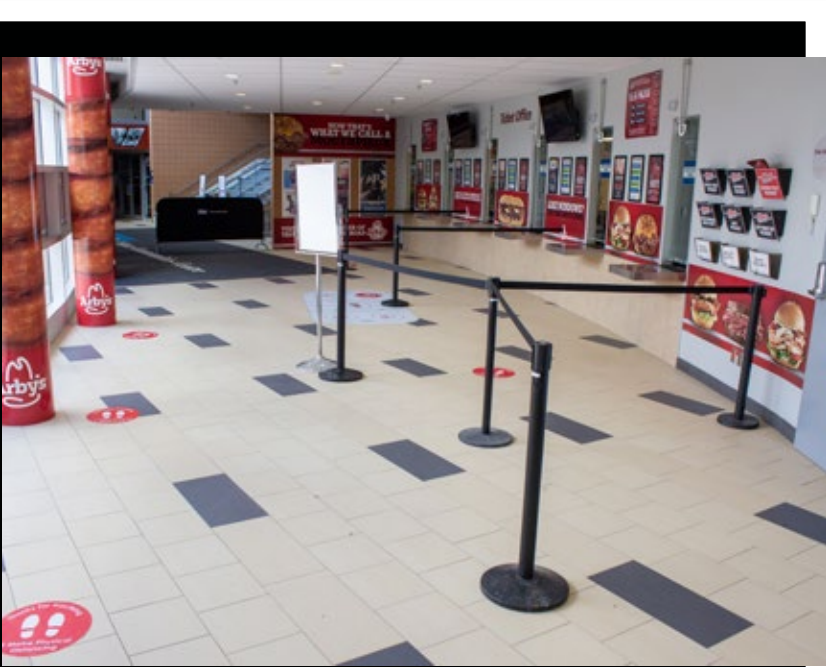
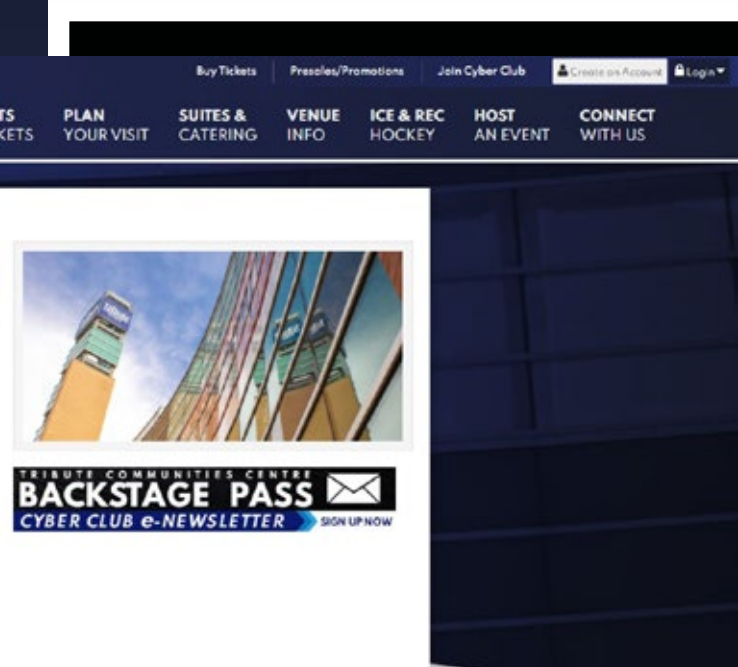
We provided the opportunity for local artists to share with us their skills for a chance to be featured on our virtual stage. Artists could tag us in their online performances and we shared them through our social channels providing them a platform to be seen and heard by our fans while also allowing us to showcase some of the amazing local talent in the Durham Region.

TOUCH-A-TRUCK: ON THE ROAD SERIES

Our most anticipated annual event was transformed into a virtual series due to COVID-19 so we were able to highlight some vehicles that aren't typically on-site at the Tribute Communities Centre for this event. We partnered with Durham Regional Police to explore their helicopter and marine boat, Durham Region Federation of Agriculture for a harvester and baler as well as the Ontario Regiment Museum to view numerous military vehicles. Videos were uploaded through the venue's social media channels and shared through our email database for our fans.

12 DAYS OF GIVEAWAYS

Spectra reintroduced this contest this year as a way to help local businesses during the holiday shopping season. Typically we provide tickets and merchandise for each of the 12 days, but this year we partnered with Oshawa businesses to create packages to highlight their offerings as options for gift ideas while supporting local. These businesses included FRÈRE DU NORD, Kops Records, Smoke's Poutinerie, Canadian Automotive Museum, Bollywood Tacos, Ontario Regiment Museum, Top Corner BBQ, Holiday Inn, Legend of Fazio's, Extreme RC Raceways, Cones & Characters, Riley's, The Beauty Room, Parkwood Estate, Avanti, Oshawa Generals, and Pizza Pizza.



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. As the year progressed with COVID-19, the Tribute Communities Centre website became the sole outlet to purchase tickets for safety reasons as well as cost saving measures.

For virtual streaming events offered, patrons were redirected to alternate ticketing sites which varied for each of the opportunities.

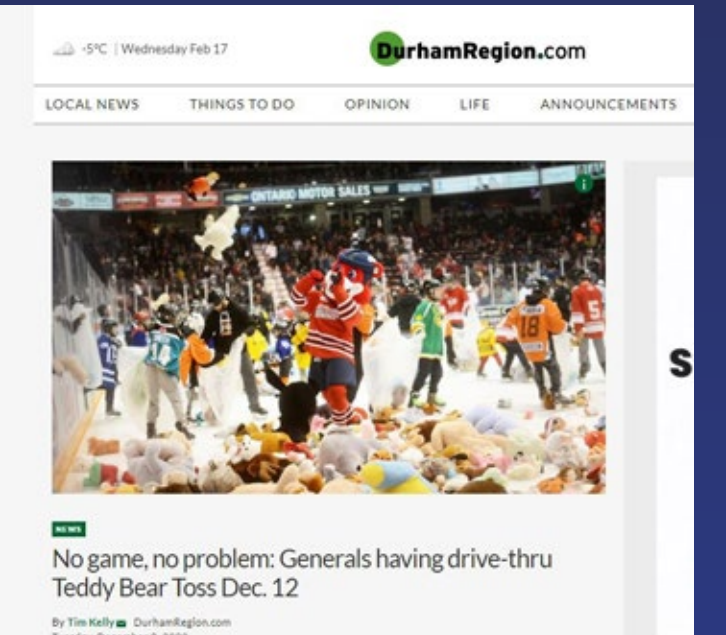
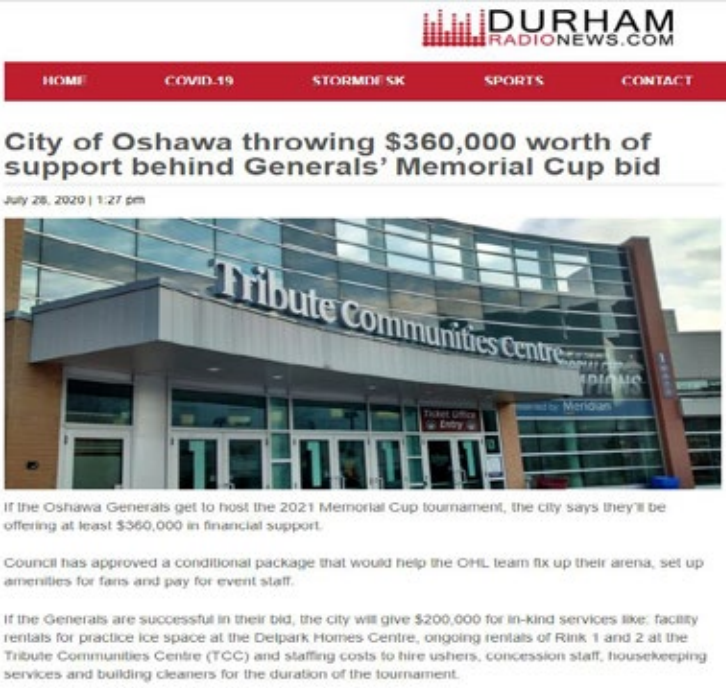
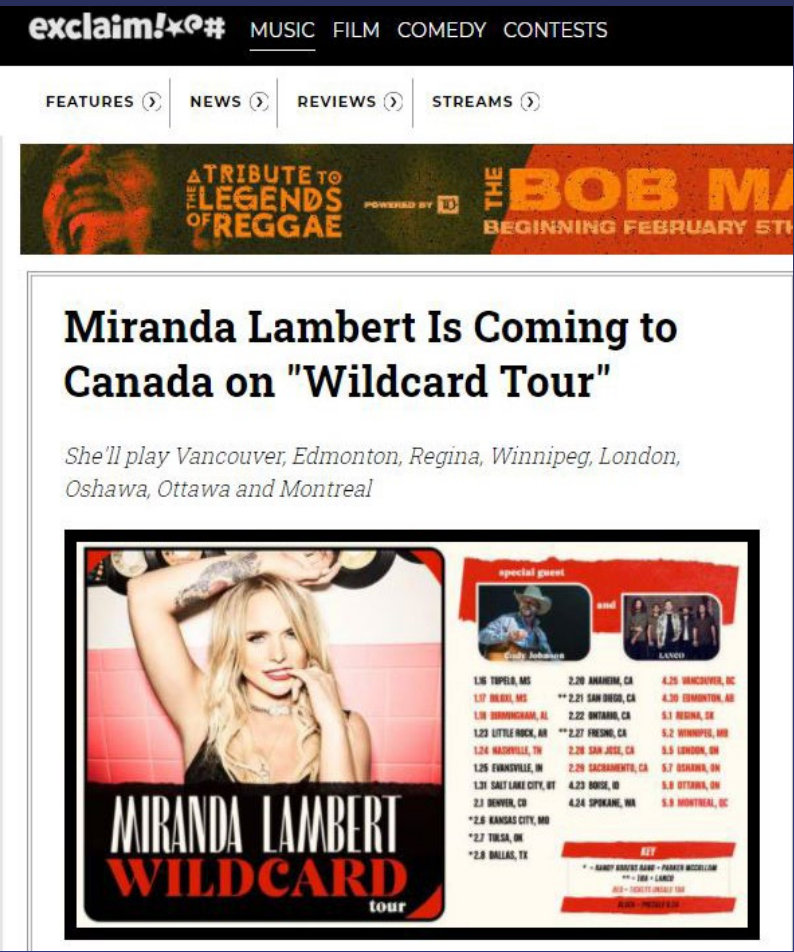
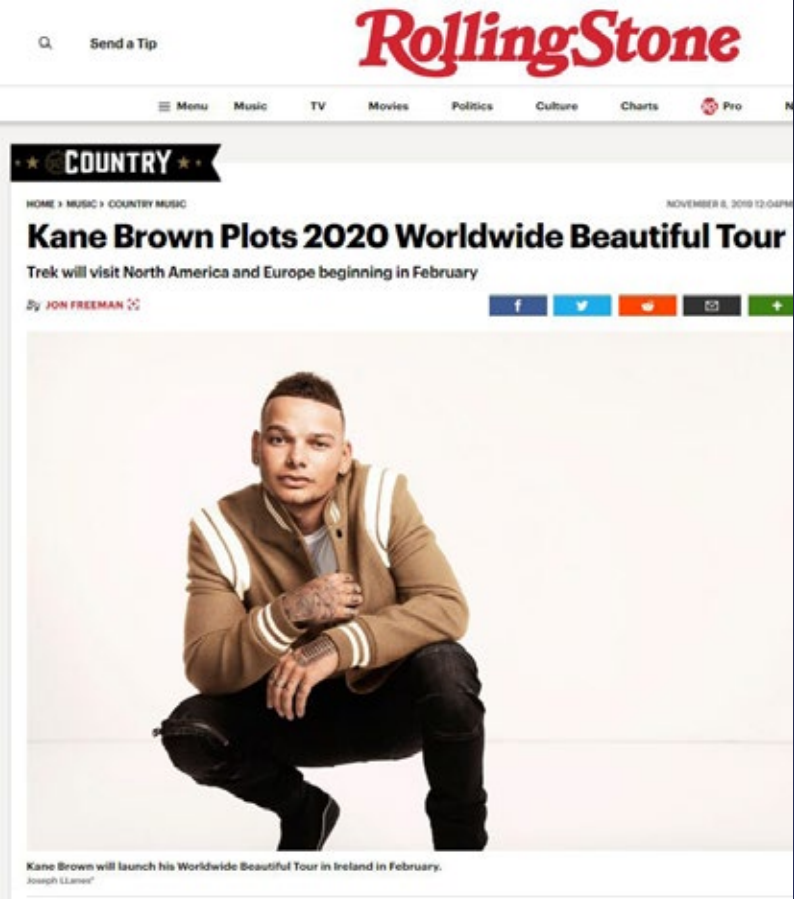
TICKET PURCHASING

INTERNET/MOBILE	7,793	\$412,478	78%
TICKET OFFICE	1,977	\$ 84,862	16%
PHONE	627	\$ 29,573	6%
TOTAL	10,397	\$526,913	

*Does not include tentant team sales or virtual events and represents tickets sold for live events between January 1, 2020 and December 31, 2020.

MY ACCOUNT UPDATES

With the new website launch, we worked with Paciolan to redesign the ticketing website as well to keep branding consistent for the user experience. In addition, Paciolan's mobile "My Account" page has a fresh new look and enhanced self-serve features that fans will love and ease the user experience to view and transfer their mobile tickets to reduce touch points between staff and fans.





Whether show catering, dining at Prospects, enjoying a suite or group room, or grabbing a bite from one of our five concessions stands or concourse stations, the Tributes Communities Centre's in-house food and beverage team make every effort to blow you away with the high quality and presentation of our food.

When fans enjoyed their last poutine, chicken fingers and fries or house salad, they may have noticed a change. Wooden cutlery has now replaced single-use plastic cutlery, a change which may seem small on the surface but Spectra is hoping it will have a big impact over time as we continue to find ways to reduce our carbon footprint. Available at all Tribute Communities Centre concession stands and on the suite level, this made from Birch cutlery is 100% compostable and will reduce our waste in landfills. In 2018, the Tribute Communities Centre also eliminated plastic straws from the venue as part of a #StopSucking campaign, and recently installed energy efficient LED sport and aisle lighting throughout the venue.



Spectra's Executive Chefs have perfected the classic Christmas recipes, creating a feast to delight the whole family. The dinner package includes a garlic and herb roasted Grade "A" (Ontario) turkey, sage infused turkey gravy, cranberry-orange chutney, and three delicious sides. The Christmas dinner comes conveniently packaged, ready to heat and serve after picking it up from the venue, leaving you the time to relax and enjoy the day.

CONCESSION STANDS

Spectra has also been working on renovations to our concession food and drink offerings as well as the actual stands themselves. Stand TWO was renovated for the 2019/2020 season and we are currently renovating Stand 1 into 'Athol Street Eats' and Stand 3 to 'The Grillhouse' which will be ready for the expectant return of guests in 2021.



At the Tribute Communities Centre, customer satisfaction is our number one priority. Through post-show surveys, Spectra was able to gather vital information regarding the average fan satisfaction rate from the three live events in 2020 - Our Hockey Heroes, Brantley Gilbert and We Will Rock You.

The results to the right are based on the responses from 314 fans surveyed, rating specific aspects of our services using the system listed below:

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

	Rating Average
Website	2.12
Purchasing Tickets	2.24
Customer Service	2.26
Cleanliness	2.23
Prospects Bar & Grill	2.16
Concession Stands	2.00
Enjoyment of Entertainment	2.46
Navigation Around Venue	2.14
Total Response Count	314

CUSTOMER COMMENTS

"The building is in a nice spot. Great for a hockey game or concert. Staff were knowledgeable and helpful. Concert was a good and fun experience. Will definitely visit again."

- Justin Majik. on Google -

"Been to the Oshawa Generals games in 2 different private boxes and loved the experience. Also seen my share of concerts from INXS, AKON, KISS & MEGADETH to name a few. Great hockey to watch, great facility to watch a game or concert. Not a bad seat in the house. The food is excellent too. Spinach dip, pitas, chips, salsa, mini sliders, hot dogs, popcorn, deep fried pickles, pizza was all excellent. The best part is that you don't have to drive into the big city and you get home in 10 minutes."

- Elaine Knight on Google -

"We visited this site to support our Niagara Ice Dogs in their playoff series with the Oshawa Generals. The arena is beautiful and bright. There's even a glassed-in restaurant integrated into the back of the center ice seating on one side. The concessions serve a nice variety of food items and the vast beer selection is amazing. The seating is comparable to the relatively new Meridian Centre in St. Catharines. I assume this site is equally good for sports and entertainment events. We will look forward to returning at some future point. Enjoy."

- Jeff Jackson on Google -

"Amazing!
Covid protocols followed. Envision Hockey is the best!!! Keep it up Steve.."

- Bruce Correa on Google -

"This performance was just brilliant. We felt like we were on the leading edge of technology/entertainment applications. The way they interacted with the audience on Zoom, and used photos we had been asked to send in was really terrific. Very, very enjoyable!"

- Anonymous from Stream of Consciousness Post-Virtual Show Survey -



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- Greet the customer
- 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 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.

The GREAT Experience program is our way to reward our staff that go above-and-beyond in their daily duties. If fans commend our staff or management notices an employee executing a great customer service, we'll complete a GREAT card that will be shared with the staff member and give them the chance to win some great prizes.

Under the direction of our GREAT Experience Champion, Ofir Perelman (Director of Food and Beverage), the program initially launched in the 2018/2019 season.

FOOD DONATIONS

With the postponement of numerous events at the Tribute Communities Centre due to COVID-19, Spectra donated the perishable food items in March 2020 that would have been used for the upcoming events to St Vincent's Kitchen.

In December, Spectra provided another food donation of their freezer items to Feed the Need in Durham to assist the local community. This also ensures that when we reopen, fresh product will be purchased to ensure the high quality of food product our guests have come to expect.



FOOD STORAGE

During the Pandemic, Spectra was able to make space available at the Tribute Communities Centre to store large donations received by the Back Door Mission and Feed the Need Durham. Our large refrigerated areas and warehouse were used to ensure food was kept fresh as the groups distributed the food out to the City's most vulnerable.

TICKET DONATIONS

Spectra assists numerous non-profit organizations in conjunction with upcoming events through regularly donating tickets as silent auction prizing. In 2020, Spectra donated over \$1,000 in sporting and live event tickets to assist with these groups' fundraising efforts.

BLINDSQUARE



BlindSquare is the world's most widely used accessible GPS-app developed for the blind, deafblind and partially sighted. Paired with third-party navigation apps, BlindSquare's self-voicing app delivers detailed points of interest and intersections for safe, reliable travel both outside and inside.

BlindSquare uses a series of beacons that have been installed inside the Tribute Communities Centre as well as G.P.S. capabilities to look up and relay information indoors and out. and inform users about their immediate surroundings including points of interest and street intersections. Presently, the coverage includes a two kilometre radius surrounding City Hall and can communicate information regarding The RMG, the Oshawa Public Library McLaughlin Branch, Durham Regional Police Station, transit stops and more.

The free BlindSquare Event app is available for iPhone users through Apple's App Store.

Dear Vince,

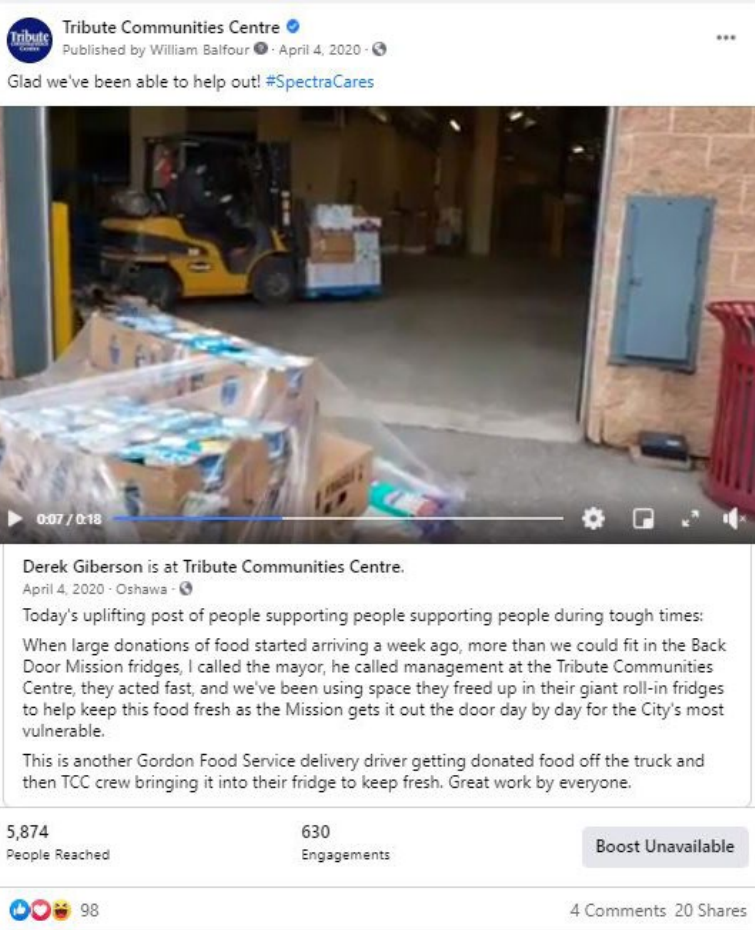
On behalf of Regional Council and the citizens of Durham, I extend my sincere gratitude to Tribute Communities Centre for the extraordinary generosity to help our community during the COVID-19 pandemic.

Supplying emergency refrigeration for food donations to Back Door Mission in Oshawa showcases exceptional kindness and proves we can rally together to positively transform the lives of families and communities in a crisis.

Thank you for your generosity and efforts that make our community #DurhamStrong!

Sincerely,

John Henry
Regional Chair and CEO



On behalf of CMHA-Durham, I would like to take this opportunity to thank you for your generous donation. Your thoughtfulness and commitment to our agency is greatly appreciated by all the members and staff.

Your contribution will work to enhance and enrich the many services provided to our clients. Your support also contributes to the general goal of reducing stigma by educating and providing information to the public about mental health.

We are grateful for your donation and we recognize you as a true partner in our community. Thanks for all that you do.

Yours truly,

Sandra Rundle
Director of Corporate Services
Canadian Mental Health Association

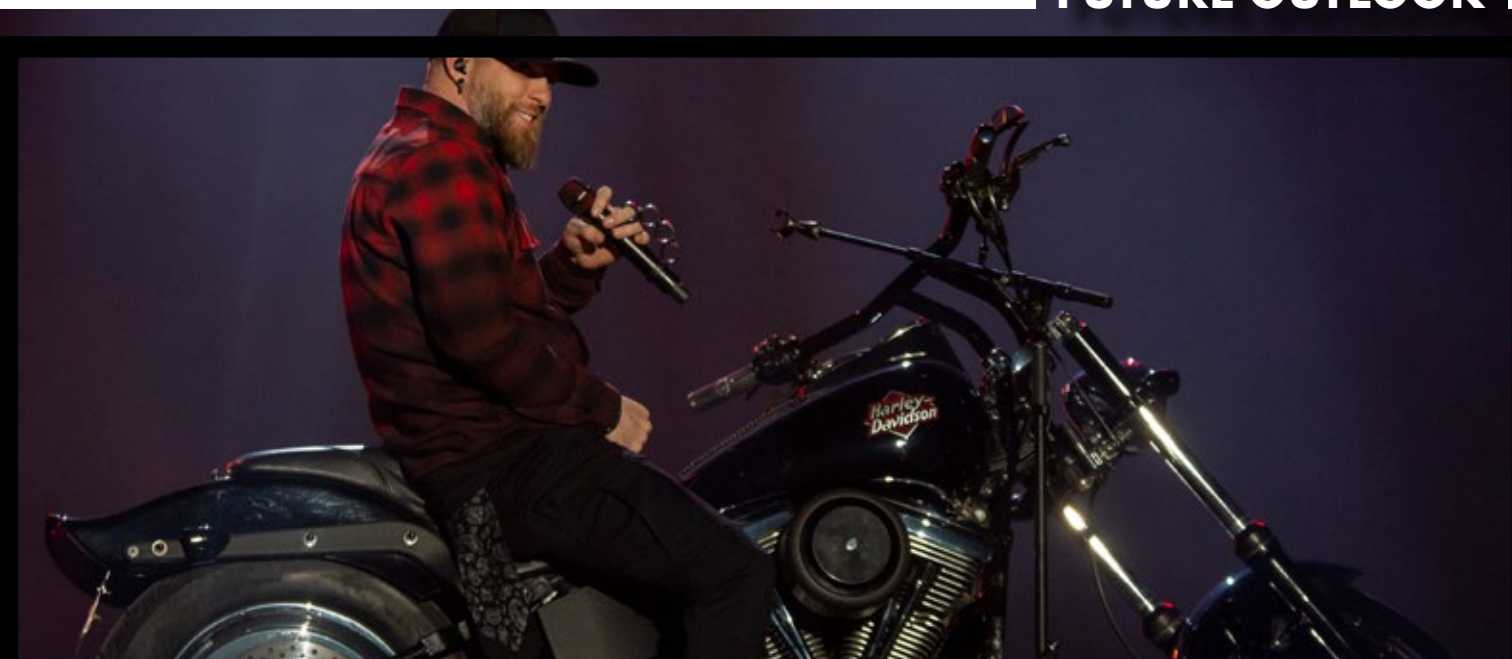
Dear Supporter,

Thank you for your donation to the Silent Auction for our annual Valentine's Dance. This year's theme was a 70's Dance Party and a "groovy" time was had by all. Your gift has helped us in raising funds for the Samiritan Foundation and the Pregnancy Resource Centre in Sosua, Dominican Republic, allowing the centre to remain open and minister to women who find themselves pregnant and often alone.

This year's dance raised just over \$5,700! We are very happy with the results and are looking forward to next year's dance already.

Again, we thank you and greatly appreciate your support.

Hope Fellowship Church



2020 began with what was shaping up to be a promising year. Having already hosted successful events such as the NHL Alumni game featuring the Leafs and Canadiens, Brantley Gilbert, and We Will Rock You, we had several great events yet to come with Kane Brown, Miranda Lambert and the Harlem Globetrotters, and our Oshawa Generals were poised for a deep playoff run. All of that came to a screeching halt with one word – ‘COVID-19’. We closed our doors on March 12 and all that promise disappeared.

Here we are a year later. We still do not have a clear indication of when the sports and entertainment world will welcome fans back into their venues but there is hope in sight. Hope in the form of the vaccine which has finally been secured in quantities that has fueled the task of getting needles into the arms of everyone who wants one by the end of September or sooner. Then what?

It is hoped that sometime in the fall or early winter we may begin to see fans in the stands and hear the roar of the crowd again. We at Spectra are ever the optimists and believe we will be together again in the not-too-distant future. That is why we named our re-opening plan “Together Again”. So what does the future hold? Any hopeful future begins with careful planning and much consideration.

Planning of how we will adapt to a ‘new normal’ which will include continued and enhanced sanitization protocols, minimizing contact during the guest experience and which contemplates the home to venue and back again approach. The ‘new normal’ will include checks and balances which include things like working closely with all of our stakeholders to read and react to requirements, and pursuing the International WELL Building Certification to ensure we have left no stone unturned in our planning and preparation, and to safeguard the health and wellbeing of our staff, tenants, artists, partners, and guests.

Fall and winter of 2021 could likely see the welcome return of fans back to watch OHL hockey and live events involving Canadian artists to start and close off the year. 2022 and beyond could shape up to provide unprecedented levels of sports and international entertainment; all of which have been sidelined far too long by this pandemic. When the time comes, we will be ready. The venue has never looked better and is ready to welcome everyone back. We will be ready to keep you healthy and safe, and to bring back that particular joy and excitement that only cheering on your favorite team or hearing your favorite artist can bring.

Tribute communities Centre

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