

2021 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



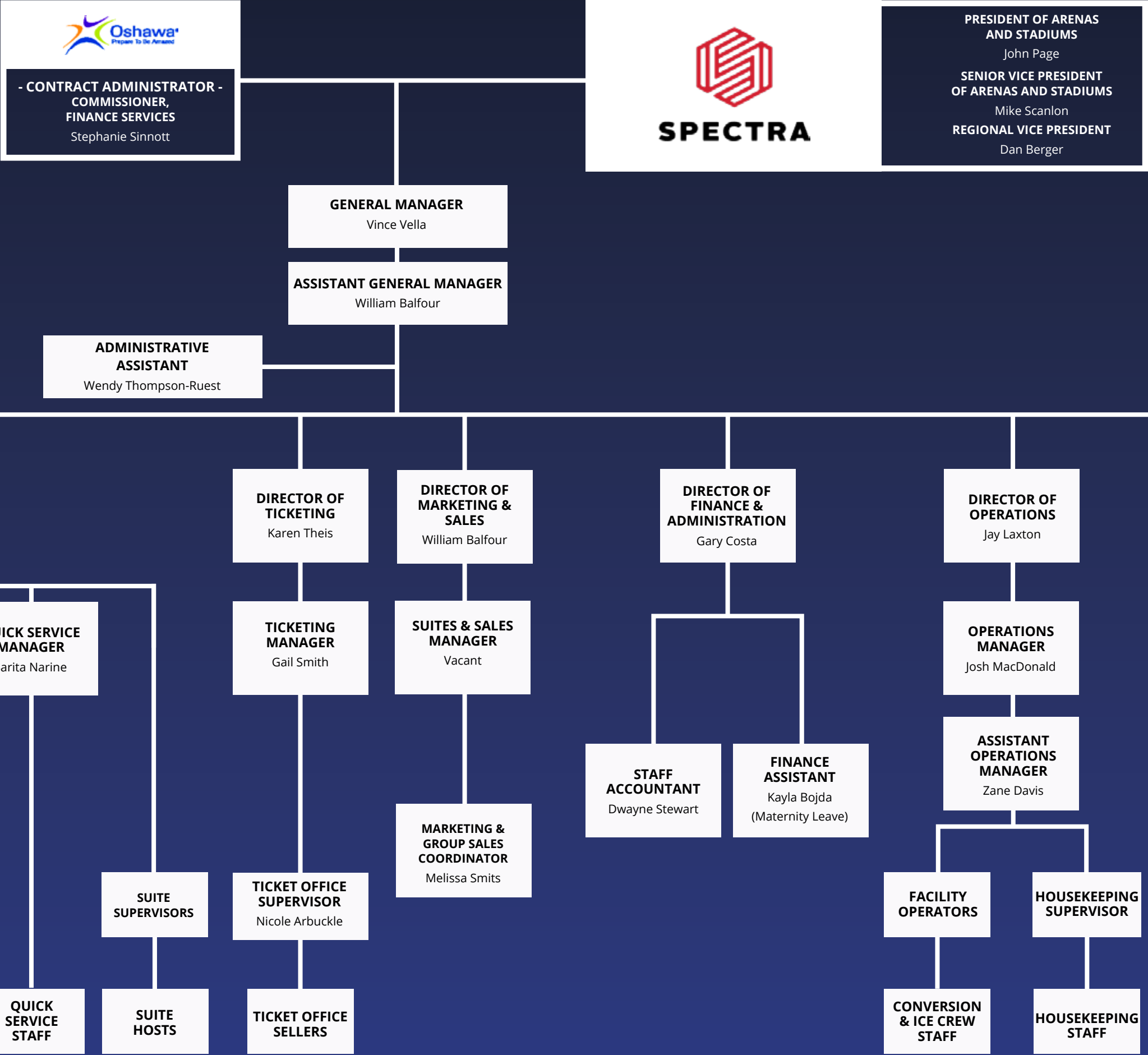
Dear Stephanie;






2021 has proven to be a very challenging year as we continue to try and navigate through the pandemic. The 2021 budget, was conservatively built back in September 2020 and contemplated a gradual recovery from the pandemic beginning in the spring and summer of 2021, and a resuming of a somewhat normal operation by the fall and winter. Unfortunately, this did not occur as the pandemic stretched on and new variants, such as Delta and Omicron surfaced. From January through to August, only ice rentals were permitted to occur. As such, the majority of our staff were furloughed, which left the remaining personnel to continue to safeguard and operate the facility, perform support roles for ice sales and programming, and plan and prepare for when the time came to welcome OHL hockey and events back. Extensive repairs and maintenance as well as capital projects were completed during this time. To ensure a safe reopening and to enhance consumer confidence; a comprehensive Together AGAIN! reopening plan was developed. This plan was instrumental in pursuing and achieving the International Well Building Institute’s Health and Wellness Certification. WELL’s assessment and certification methods were developed over 10 years and are backed by the latest scientific research, and sets pathways for accomplishing health-first factors that help public facilities develop a roadmap for creating and certifying spaces intended to advance human health and well-being.

Financial outcomes for 2021 were unfortunately directly impacted by the pandemic in a number of areas. Event revenues were substantially impacted due to only hosting 21 of our budgeted 38 events. All convocations and graduations normally occurring in June and October were cancelled, and no live events occurred in 2021. After a yearlong absence, there was much excitement and anticipation surrounding the return of Oshawa Generals hockey. The 2021/22 season, started at 50% socially distanced capacity, reducing our maximum per game capacity from 6,100 to 1,500. As conditions changed, capacities eventually increased back to 100%. Fans were, however; hesitant to return with average attendance well below normal levels. Suite revenues, ticket revenues, ice rentals, and non-event catering were all also severely impacted. Spectra staff worked extremely hard to uncover cost saving measures to try to mitigate revenue losses, and I am proud to report that almost eight hundred thousand dollars in savings was achieved to impactfully offset most of the losses.

We returned to a provincial lockdown after Christmas which then continued to the end of January 2022. In February, capacities once again began to gradually increase, and we are hopeful that on March 1 we will be permitted to operate at 100% capacity. Unfortunately, due to ongoing pandemic conditions, one January show cancelled, and all but two shows in the first 5 months of 2022 have shifted to the fall or winter. Along with the continued hope that the pandemic has potentially run its course, the focus for the remainder of 2022 will be to continue to rebuild our full operations to previous levels. This will include continuing to reestablish our suites and DCAHL programming, restoring live event content and levels, and assisting the Oshawa Generals to rebuild attendance. The task ahead will be daunting, however; I believe our Spectra team will be up to the challenge. Thank you for your continued trust and support.

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>OAK VIEW GROUP</p> <p>Oak View Group (OVG), is a global venue development, advisory, and investment company for the sports and live entertainment industries. While the initial acquisition agreement was first announced on August 30, it was announced on November 19, 2021 that OVG had completed the transaction to acquire Spectra, one of the industry's leading venue management and hospitality providers, to create one world-class, full-service live events company. More information to come in 2022.</p>
	<p>TRIBUTE COMMUNITIES</p> <p>Tribute Communities is a Builder/Developer with over 30 years experience who has built more than 35,000 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 extended their Naming Rights Partnership to 2031 which added five years to the pre-existing 10-year agreement which began on November 1, 2016 when the venue transitioned to the 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. Our partnership with Coca-Cola ended in June 2021 and Spectra will be going to RFP for a soft-drink partner again in 2022.</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>

Following an extremely challenging 2020, the Tribute Communities Centre continued to navigate the restrictions stemming from the pandemic throughout 2021. Businesses experienced province-wide lockdowns and shutdowns among various changes to implemented safety measures which regularly affected our ice user groups, recreational hockey league, Oshawa Generals Hockey Club and promoter representatives.

Spectra continued to juggle and shuffle event holds and availabilities while promoters strived to route touring content but ultimately the majority of events were either rescheduled for 2022 or cancelled outright due to the ever-changing restrictions and uncertainty.

In conjunction with the City of Oshawa, local health officials, and the Spectra corporate office, the Tribute Communities Centre reopening committee continued to update local policies for staff and guests. Spectra's Together AGAIN! Master Reopening Plan continued to inform guests and staff of changes to any safety measures at the venue and 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. We have included a COVID-19 timeline on page 12 to showcase the challenges and frequent changes sports and live entertainment venues in Ontario were enduring.



The safety and wellbeing of our staff and guests, remain our top priority.

Spectra achieved the WELL Health-Safety seal for the Tribute Communities Centre from the International WELL Building Institute. The WELL Building Standard is a vehicle for buildings and organizations to deliver more thoughtful and intentional spaces that enhance human health and well-being. Backed by the latest scientific research, WELL includes strategies that aim to advance health by setting performance standards for design interventions, operational protocols and policies and a commitment to fostering a culture of health and well-being.

Spectra was also delighted to announce that the Tribute Communities Centre was awarded the #SafeTravels Stamp by World Travel & Tourism Council. The Safe Travels Stamp is an international symbol designed to allow travellers to recognize governments and companies around the world, which have adopted health and hygiene, standardized protocols – so consumers can experience ‘Safe Travels’.



	ACTUAL	BUDGET	VARIANCE FAV / (UNFAV)
Number of Events	21	38	(17)
Paid Attendance	52,266	145,860	(93,594)
Direct Event Income	\$165,174	\$239,200	(\$74,026)
Surcharge/Ticketing Revenue	\$9,239	\$108,200	(\$98,961)
Ancillary Income	\$187,284	\$331,800	(\$144,516)
Suite Leases & Rental Revenue	\$98,552	\$157,750	(\$59,198)
Total Event Income	\$460,249	\$836,950	(\$376,701)
Advertising Revenue	\$176,638	\$130,000	\$46,638
Naming Rights Revenue	\$202,000	\$202,000	-
Ice Rentals, F&B and Other Income	\$793,144	\$1,473,650	(\$680,506)
Total Other Income	\$1,171,782	\$1,805,650	(\$633,868)
Food and Beverage Expenses	(\$262,162)	(\$356,100)	\$93,938
Building Operations Expenses	(\$1,688,007)	(\$2,084,100)	\$416,093
Ice Rentals / League Expenses	(\$85,469)	(\$195,400)	\$109,931
All Other Departmental Expenses	(\$1,260,176)	(\$1,438,000)	\$177,824
Indirect & Extraordinary Expenses	(\$3,275,814)	(\$4,073,600)	\$797,786
Income (Loss) From Operations	(\$1,643,783)	(\$1,431,000)	(\$212,783)

DECEMBER 21, 2020
Closed to the public as of December 26, 2020 as part of the province-wide lockdown.

FEBRUARY 19, 2021
Reopened for on-ice instruction to specific sport affiliations and organizations.

APRIL 1, 2021
Closed to the public as of April 3, 2021 as part of the province-wide emergency brake shutdown.

APRIL 20, 2021
Ontario Hockey League announced that they will not have a 2020/2021 season.

JULY 12, 2021
As of July 20, 2021, the venue reopened for ice user groups.

SEPTEMBER 24, 2021
Permitted to have 50 per cent capacity for spectator events starting on September 25, 2021.

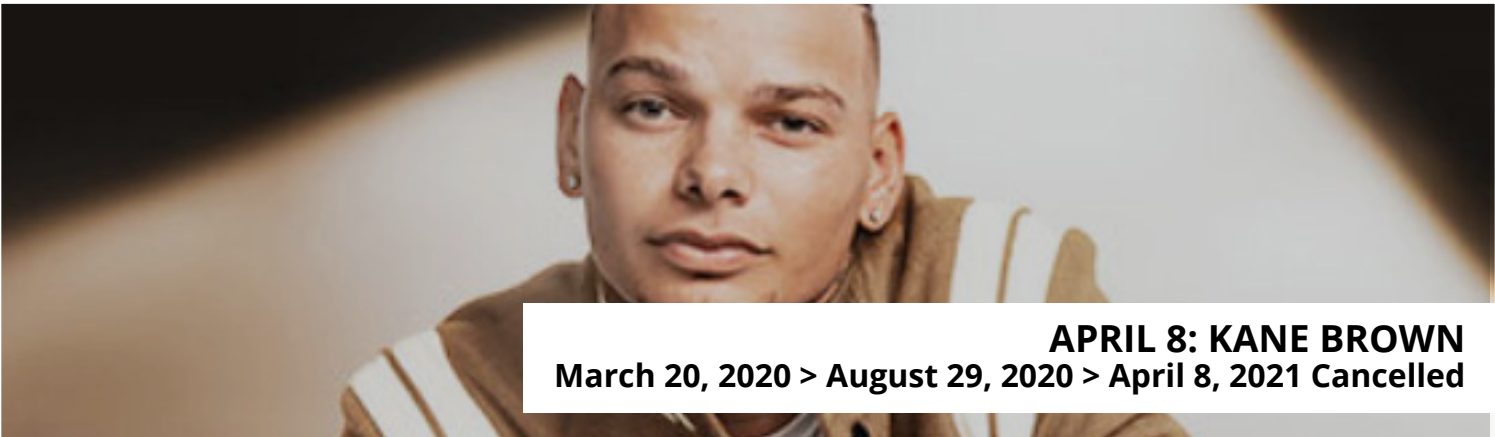
OCTOBER 8, 2021
Permitted to have 100 per cent capacity for spectator events starting on October 9, 2021.

DECEMBER 15, 2021
Province introduced a 50 per cent capacity limit.

DECEMBER 17, 2021
Food and drink service is prohibited.

DECEMBER 30, 2021
Province introduced a 1,000 spectator capacity limit.

JANUARY 3, 2022
Province announced sporting and live event venues to be closed as of January 5 until at least January 26, 2022.



APRIL 8: KANE BROWN
March 20, 2020 > August 29, 2020 > April 8, 2021 Cancelled



SEPTEMBER 20: CONSERVATIVE PARTY OF CANADA HEADQUARTERS
Federal Election Night



- SEPTEMBER 5: GENERALS EXHIBITION
- SEPTEMBER 17: GENERALS EXHIBITION
- OCTOBER 1: GENERALS EXHIBITION
- OCTOBER 8: GENERALS VS HAMILTON
- OCTOBER 17: GENERALS VS PETERBOROUGH
- OCTOBER 22: GENERALS VS NIAGARA
- OCTOBER 24: GENERALS VS OTTAWA
- NOVEMBER 5: GENERALS VS BARRIE
- NOVEMBER 7: GENERALS VS SUDBURY
- NOVEMBER 14: GENERALS VS OTTAWA
- NOVEMBER 19: GENERALS VS NORTH BAY
- NOVEMBER 21: GENERALS VS KINGSTON
- NOVEMBER 26: GENERALS VS OTTAWA
- NOVEMBER 28: GENERALS VS HAMILTON

DECEMBER 4-5: CHEER FOR THE CURE

- DECEMBER 12: GENERALS VS PETERBOROUGH
- DECEMBER 19: GENERALS VS KINGSTON *
- DECEMBER 28: GENERALS VS OTTAWA *

*Postponed due to COVID-19 protocols.

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

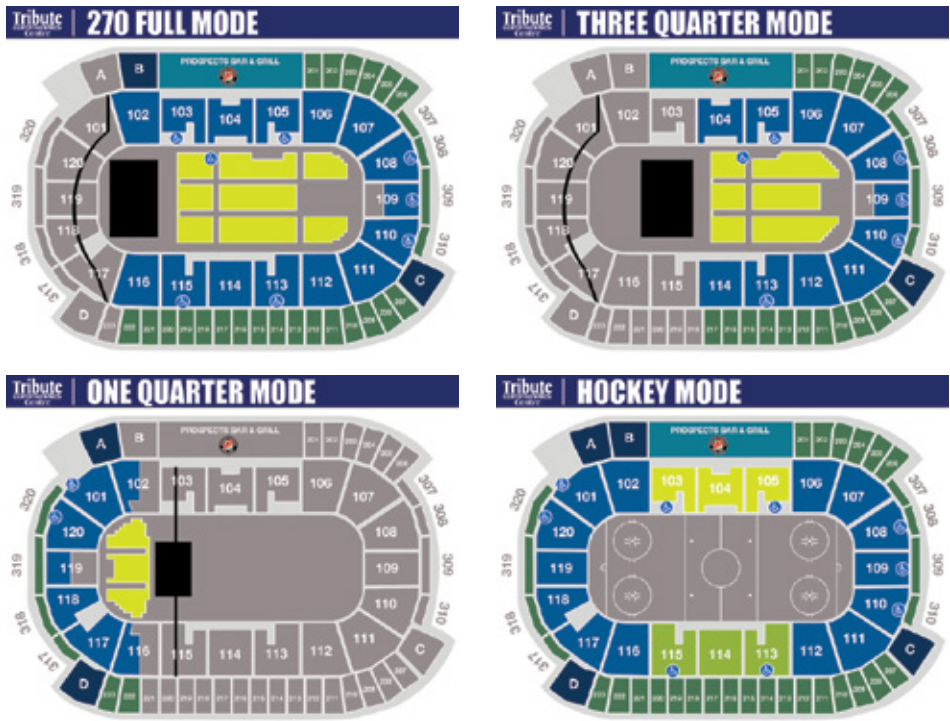
A new sound system was installed in 2019 to enhance the Fan Experience. The new system provides better coverage throughout the building, discernibly clear audio, multi-layering and steering of all audio speakers, including the ability for all user groups to play audio of their choice over Bluetooth connection.

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

\$120,692 Lease payment for LED sport lighting.



SOUND SYSTEM

\$88,539 Lease payment for the new sound system.

IT TECHNOLOGY AND COMMUNICATIONS

\$53,945 Includes Compute lease payment for server and telecommunications, laptops and licenses, and AODA compliant website redesign.

EMERGENCY GENERATOR

\$69,470 Upgrades required to bring emergency generator to new code.

COMPRESSOR

\$46,870 Compressor #3 replaced.

POS SYSTEM

\$41,030 Lease payment for Squirrel Point-of-Sale System.

DOG LOCK

\$35,886 Safety lock installed on centre hung scoreclock to enhance safety and prolong winch life.

IT SWITCHES

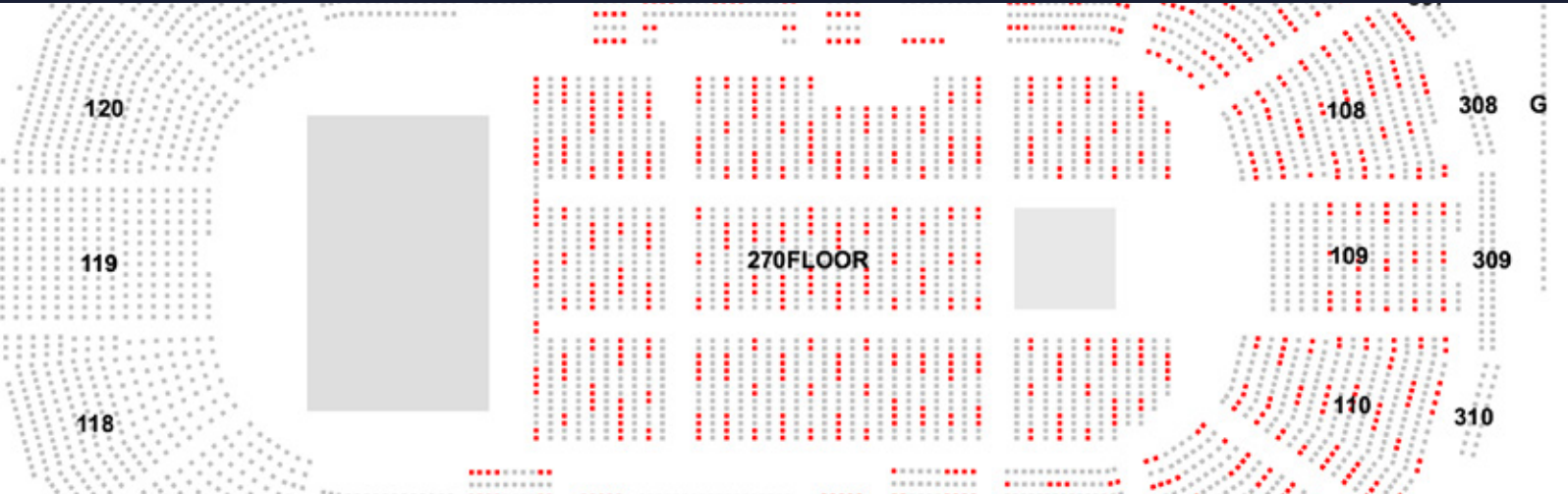
\$24,987 Installation of new IT switches to replace originals which were at end of life and to maximize user capabilities.

FLEET RESERVE

\$22,752 Contribution to the reserve for replacing city vehicles including ice resurfacers.

FOOD AND BEVERAGE EQUIPMENT

\$6,931 New fryer for the kitchen and three new POS terminals.



TICKETING OUTLETS

Fans are able to purchase tickets to events at the Tribute Communities Centre Ticket Office, by phone through our call centre at 905-438-8811 as well as online at www.tributecommunitiescentre.com. The Tribute Communities Centre website continued to be the primary outlet to purchase tickets for safety reasons and the ticket office operated with reduced hours for a portion of the year due to the lack of events and for cost saving measures.

We launched our new, internal call centre in 2021 after major ticketing providers decided to close call centres. We felt that within our market, we needed to continue providing that option to our fans as a method to purchase tickets for tenant games and events.

TICKET PURCHASING

INTERNET/MOBILE	7,652	\$591,450	72%
TICKET OFFICE	5,799	\$159,105	19%
PHONE	2,269	\$ 76,476	9%
TOTAL	15,720	\$827,031	

*Includes live event tickets only and does not include team tickets sold between January 1, 2021 and December 31, 2021.
Figures above do not reflect refunds due to postponed or cancelled events.



MOBILE TICKETING

While we explored and reduced touchpoints at the venue, mobile ticketing was introduced as the primary option for ticketholders to receive their tickets. The majority of suite owners moved over to this form of ticket delivery and has become their preferred option as it allows for easy transferring of tickets to friends, family and clients while also ensuring you don't lose your tickets again!

TORONTO SUN

Columnists

MALCOLM: A very big week looms for O'Toole and the future of Canadian conservatism

Candice Malcolm
Oct 03, 2021 • October 3, 2021 • 3 minute read • 43 Comments



Conservative leader Erin O'Toole speaks following the federal election results at the Tribute Communities Centre Arena in Oshawa, Ont., Monday, Sept. 20, 2021. PHOTO BY ERNEST DOROSZUK /Toronto Sun / Postmedia Network


This is a big week for Erin O'Toole, and how he handles it will determine the future of the Conservative Party of Canada (CPC).

DURHAM RADIONEWS.COM

HOME COVID-19 STORMDESK CONTACT

City of Oshawa extends naming rights partnership with Tribute Communities

October 4, 2021 | 2:29 pm



The Tribute Communities Centre will continue to be called that until at least 2031.

On Monday, The City of Oshawa announced a partnership extension which will see the naming rights of Tribute Communities Centre extended to 2031.

The extension adds five years to the existing 10-year agreement, which began in November 2016.


The sports and entertainment facility, that was previously named the General Motors Centre, has been open since 2006.

indurham CHARGE CITY

HOME LATEST

Oshawa's Tribute Centre to be energized with energy-saving battery storage system

Oshawa | Durham | Business | Latest News | Politics
By Glenn Hendry
Published December 7, 2021 at 11:58 am



The Tribute Communities Centre is implementing a new battery storage system that is expected to save the arena – and the City of Oshawa – more than \$33,000 per year in energy costs.

Niagara for the installation of the battery system, which comes with what Oshawa Development Services Committee Chair John Gray called “off balance sheet financing,” which means Modern Niagara is responsible for the up-front financing, leaving Spectra and the City to take care of the operating costs.

“I looked at the numbers and I liked the fact there is no up-front capital costs for the City,” Gray said after the shortest committee meeting in recent memory Monday. “It’s a nice way to get a modern energy system without all the capital costs.”

Operating costs for the system are expected to be \$154,300 annually for ten years, with the useful life of the system pegged at 15 years.

“We’re going to save a lot of money with this. It’s significant.”


RELATED NEWS

TORONTO STAR

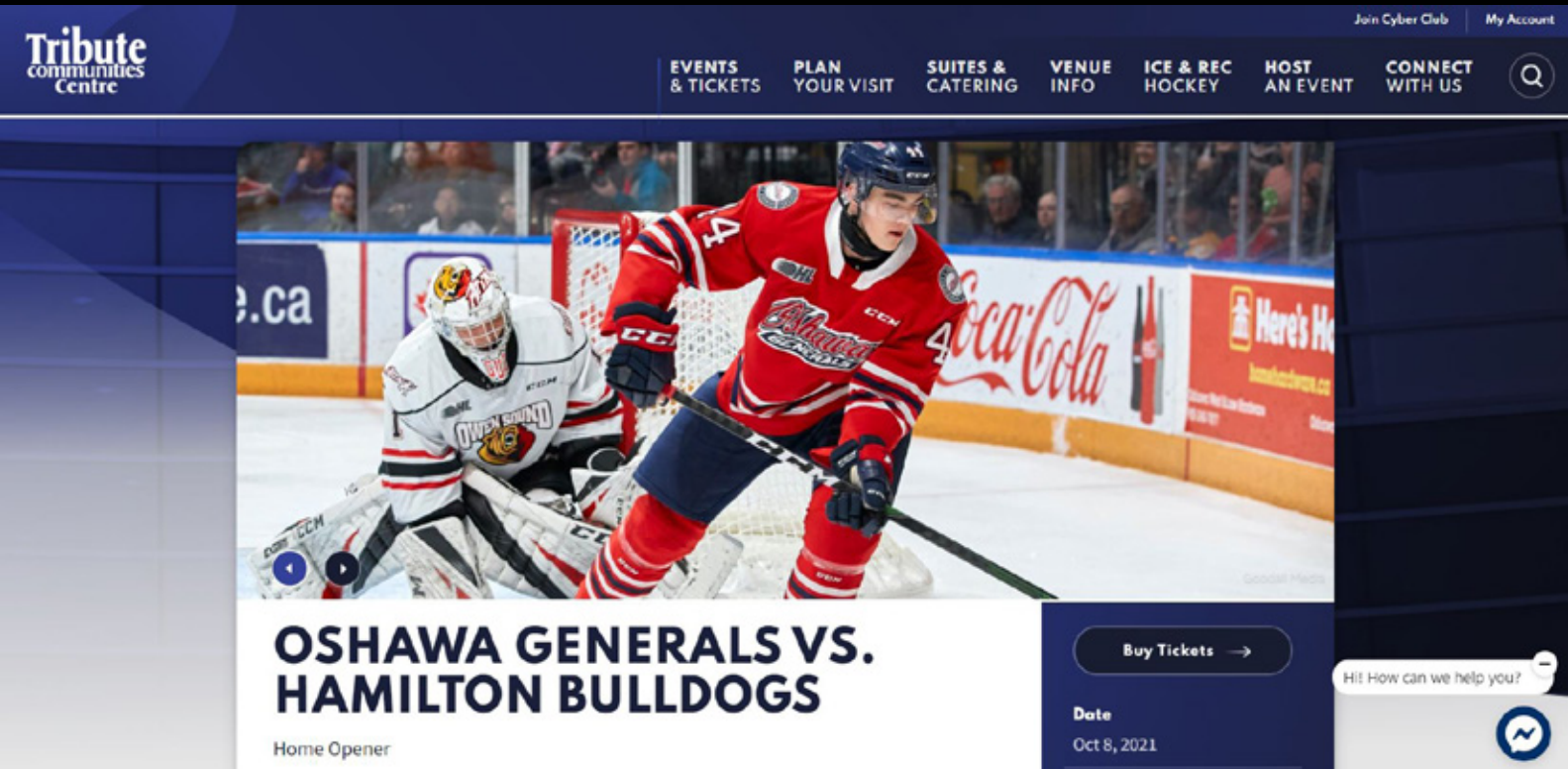
HOME MY LOCAL GTA CANADA POLITICS WORLD OPINION LIFE SPORTS ENTERTAINMENT BUSINESS INVESTIGATIVE

Arkells lock in 2022 Canadian tour with Haviah Mighty, plan shows in U.S. and Europe

By David Huxford The Canadian Press
Mon., Oct. 4, 2021 • 1 min read



TORONTO - Arkells are charting a course for Canada and beyond with plans to return to their rock, roots live show.



Spectra was excited to launch the new Tribute Communities Centre website in October 2020 in partnership with Carbonhouse. 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.

The new website has already proven to be more user-friendly for our team when building out events and for when the date passes on the calendar. It has also been successful in generating more leads for select areas of business such as suite rentals, ice rentals, and venue rentals.

ANALYTICS

132,766 USERS	133,775 NEW USERS	248,302 SESSIONS	\$493,529 MAIN VENUE WEBSITE SOLD (ONLINE TICKET SALE LINKS ONLY)
3.84 PAGES PER VISIT PAGES	1 MINUTE, 43 SECONDS AVERAGE VIST DURATION		
954,534 TOTAL PAGEVIEWS	MOBILE + TABLET: 92,081 VISTS BY MOBILE VS DESKTOP	DESKTOP: 41,250 VISTS BY MOBILE VS DESKTOP	
WEBSITE SESSIONS VIA SOCIAL NETWORK	TOP 5 PAGES OF CONTENT	TOP 5 CITY VISITS	
FACEBOOK: 8,155 SESSIONS	TOGETHER AGAIN! 167,286	TORONTO 32,637	
TWITTER: 852 SESSIONS	HOME 145,600	OSHAWA 25,437	
INSTAGRAM: 154 SESSIONS	EVENTS 51,198	WHITBY 8,905	
LINKEDIN: 43 SESSIONS	CONTACT US 20,114	BRAMPTON 8,037	
	DCAHL STATS 13,576	BOWMANVILLE 5,539	



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.

We will be switching platforms from Adobe Campaign to an alternate platform in 2022 to provide a better user experience when sending out while also providing a new look for our templates.

ANALYTICS

63,811 JANUARY 1, 2021	66,994 DECEMBER 31, 2021
+3,183 SUBSCRIBERS	
1,218,221 EMAILS DELIVERED	
166,422 DISTINCT OPENS	17.56% AVG DISTINCT OPENS
205,655 SUM OF OPENS	25.02% AVG SUM OF OPENS
0.86% AVG CLICK-THROUGH-RATE	

2,199 TICKETS TOTAL SOLD THROUGH BSP EBLASTS IN 2021	\$169,094.85
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We were able to generate some new subscribers through event announcements anticipated for 2021 and 2022 as well as by providing the option to sign up through our daily COVID-19 health screening questionnaire. Average click-through-rates and opens are still lower than normal due to lack of live event content due to the pandemic and we believe once we're able to start hosting live events again, these numbers will bounce back.

FACEBOOK

36,980 LIKES
JANUARY 1, 2021

36,450 LIKES
DECEMBER 31, 2021

- 530 LIKES

- Facebook post organic reach of 432,383 users
- Facebook post paid reach of 379,465 users
- Generated over 97 tickets sold and \$5,995 in revenue

TWITTER

10,550 FOLLOWERS
JANUARY 1, 2021

10,200 FOLLOWERS
DECEMBER 31, 2021

- 350 FOLLOWERS

- Organic post reach of 130,360 users
- Generated over 40 tickets sold and \$480 in revenue

INSTAGRAM

11,890 FOLLOWERS
JANUARY 1, 2021

11,556 FOLLOWERS
DECEMBER 31, 2021

- 334 FOLLOWERS

- Generated over 6 tickets sold and \$378 in revenue

YOUTUBE

309,482 VIEWS
JANUARY 1, 2021

388,783 VIEWS
DECEMBER 31, 2021

+ 79,301 VIEWS

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

INITIATIVES

We wanted to keep the Tribute Communities Centre front-of-mind for entertainment throughout the pandemic so we collaborated with other Spectra venues to launch our own virtual events that fans in each of our markets could enjoy from home.

Similarly to 2020's virtual events, we also continued to look for ticketed, virtual events that we thought would be of interest for our fan base.



YOU'RE IN THE HUDDLE - FEBRUARY 4, 2021

The NFL Alumni Association, in partnership with Spectra Venue Management, is bringing football fans a one-of-a-kind live virtual experience!

Just 3 days before Kansas City football fans watch their team compete in the biggest game of the year in Tampa, fans will have the opportunity to watch a live stream discussion panel and Q&A between several Kansas City NFL Alumni Football Greats, including Will Shields, Christian Okoye and more! These former players will share their past experiences, insight, life after football, and more.

SAVING OUR JOBS COMEDY FESTIVAL - FEBRUARY 14, 2021

Spectra venues all over North America are hosting the Saving Our Jobs Virtual Comedy Festival presented by Stella Artois. Professional comedians from the U.S. and Canada will participate in an all-day live virtual festival. The event takes place on Valentine's Day. The February 14th date was chosen for those looking for that special date night at home or for those anti-Valentine's people looking for ways to avoid the holiday.

BLUE RODEO - JUNE 11 AND 12, 2021

Jim Beam Bourbon Presents "Live From Inside" returns to Danforth Music Hall with a performance from Canada's beloved Blue Rodeo. This special evening will include a pre-show event with each of the band members sharing their favourite tour stories as part of a "Blue Road" series. "Live from Inside" showcases incredible live performances broadcast from favourite venues across Canada. Viewers enjoy multi-camera performances with crisp visuals and concert quality audio.

PRIDE LIVE - JUNE 16, 2021

Are you rainbow ready? Spectra venues all over North America are hosting Pride Live, a 1-hour live stream to celebrate Pride Month and highlight amazing local LGBTQ+ artists from communities across Canada and the US. The event will boast an impressive lineup showcasing various forms of art and entertainment. Performances will include drag artists, musicians, a fashion designer, and will be hosted by Stephen D'Amelio, President of Pride London and included local performances by Violet Seduction and Miss J.



Spectra's Food and Beverage Department continued to navigate through the ever-changing restrictions during the pandemic as they oversaw service in the restaurant, concession stands, in-seat service, suites, and caterings on, and off-site. Spectra continued to tackle issues surrounding supplier and staff shortages as well as price increases while ensuring our guests had great options to enjoy.

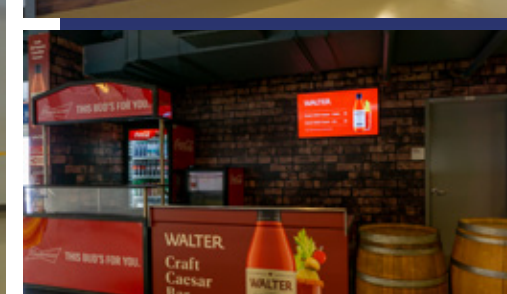
CONCESSION STANDS

With events on hold due to the pandemic, our Food and Beverage Department continued to renovate our concession stands to ensure they look as good as the food and drinks being served from them.

Stand 1 was renovated to be known as 'Athol Street Eats' while Stand 3 is now branded as 'The Grillhouse' for the start of the 2021/2022 season.

Spectra also began a partnership with Walter Craft Caesar to highlight and serve craft caesars at the new Walter Craft Caesar Bar on the South side of the venue.

All spaces have now been renovated from the initial build and branded with the exception of Stand 5 which is slated for a future year.



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 and we left these benchmarks from 2020 as no post-event surveys were sent out in 2021.

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

"Was given Gen's tickets for my birthday in June and finally got to use them. The arena is great - sound system rocking! I will def. come here again! I discovered that a small sports museum which was interesting."

- Bill C. on Google -

"I love watching the Oshawa Generals battle the Peterborough Petes here. The sound system is world class. They play great music between each puck drop which leaves me dancing in my seat! They entertain the fans between each period. Lots of security and the staff are really friendly! No bad seats here and its not freezing cold inside."

- June V. Google -

"Good COVID protocols in place. Well organized flow of people. Clean. Well managed."

- Jim S. on Google -

"Went the other night for a pre-season game, Im ill and was a little worried about Covid. Well no worries the place was as clean as a hospital! Our family will be back!"

- B Mac on Google -

"The ticket office staff were very helpful in selecting game tickets. Very understanding and patient with my queries."

- Ron B. on Google -

"Nice arena, they did lots of work on it over the pandemic."

- Colton S. on Google -



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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.



2020 and 2021 will certainly be years to remember for all the wrong reasons. A global pandemic devastated the world, families and businesses. Arguably, the sports and entertainment industry has been one of the hardest hit during these times. Although we continue to wrestle with what is hoped are the final stages of the pandemic, we must now turn our focus to the future and plan to rebuild and recover. The start to 2022 will be a year that will reflect some of the worst of times economically; but it is hoped that the latter half of 2022 will also signify the beginning of what may be the best of times. Once the pandemic is behind us, I am confident that the sports and entertainment industry will rebound and recover stronger than ever, and may flourish to levels never before seen.

There are many key areas internally such as suites, DCAHL, sponsorships, events and consumer confidence that will require extensive rebuilding. Returning these areas to their previous productive and prosperous levels will be a challenge and may take patience and time; but it can be accomplished. Although the pandemic produced many negatives, it also produced some positives such as the continued population growth within the Durham Region, and especially continued downtown urban growth and development. These areas will be one of the catalysts in our recovery plan as we work to rebuild our industry and revenue sources, retool to flourish in a post pandemic world, and expand and re-engage our community to once again gather together and enjoy the best sports and entertainment that life has to offer.

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